

Themes from Findings:

- After a decade of war, we will redefine the Army as well as our doctrine and ethos; reaffirm the Army's identity, values, and purpose; inspire the force by renewed understandings of the noble purpose and duty of our professional Army; and make lasting institutional changes to re-establish and strengthen our professional military culture.
- The Army Leader Development Program (ALDP) requires clarification of roles, responsibilities and authorities and alignment of guiding documents in order to meet Army 2020 requirements.
- Re-establish meaning and value to professional certifications using the approved broad criteria of "Competence," "Character," and "Commitment."
- Trust is a strategic advantage for the U.S. Army. We enjoy generally strong trust within units. However, we see indicators of trust issues across levels, with senior leaders, and between the various cohorts.
- As operational tempo slows, the Army has an opportunity to determine if some standards have become obsolete and to reeducate the force on Army standards.
- Adaptations to policies and practices during the last decade required de-emphasizing core roles and responsibilities among cohorts. Relationships at the individual, organizational, and institutional level are strained due to constant deployments, organizational restructuring, and unit re-designations.
- Establishing a management approach for human development provides an opportunity to ensure synchronization and coordination of efforts, eliminate unnecessary redundancy, and support professional certification.



Execution of Findings:

Senior Army Leaders have already implemented the following as a result of the findings:

- ADP 6-22: Army Leadership doctrine has been updated to include key Army Profession concepts developed and approved during CY11, such as the revised Leader Requirements Model (LRM) that includes attributes and competencies expected of leaders and Professionals.
- A revised DA Pamphlet for the Army Profession and Ethic is being drafted to be completed in FY12, providing a fuller reference on the Army Profession and Ethic.
- AR 350-1 has been updated to require sustained Army Values training in all Army commands.
- A pending recommendation is to incorporate Army Profession concepts into traditional rites of passage (e.g., promotion ceremonies, oaths).
- The Army Profession campaign will be an enduring effort and include an annual survey as well as continued study and development of the Army Profession.
- The Army has redesigned 6 PME courses to incorporate Army Profession concepts and trained instructors on the related group facilitation skills. Five more courses will be redesigned in FY12.
- Trust has been included in the Human Dimension Concept Revision.
- New Unit Leader Development handbooks developed by CAL are available online and in hardcopy.
- MSAF is mandatory for all uniformed members of the Army Profession, done in conjunction with PME attendance, and annotated on the revised evaluation forms.