



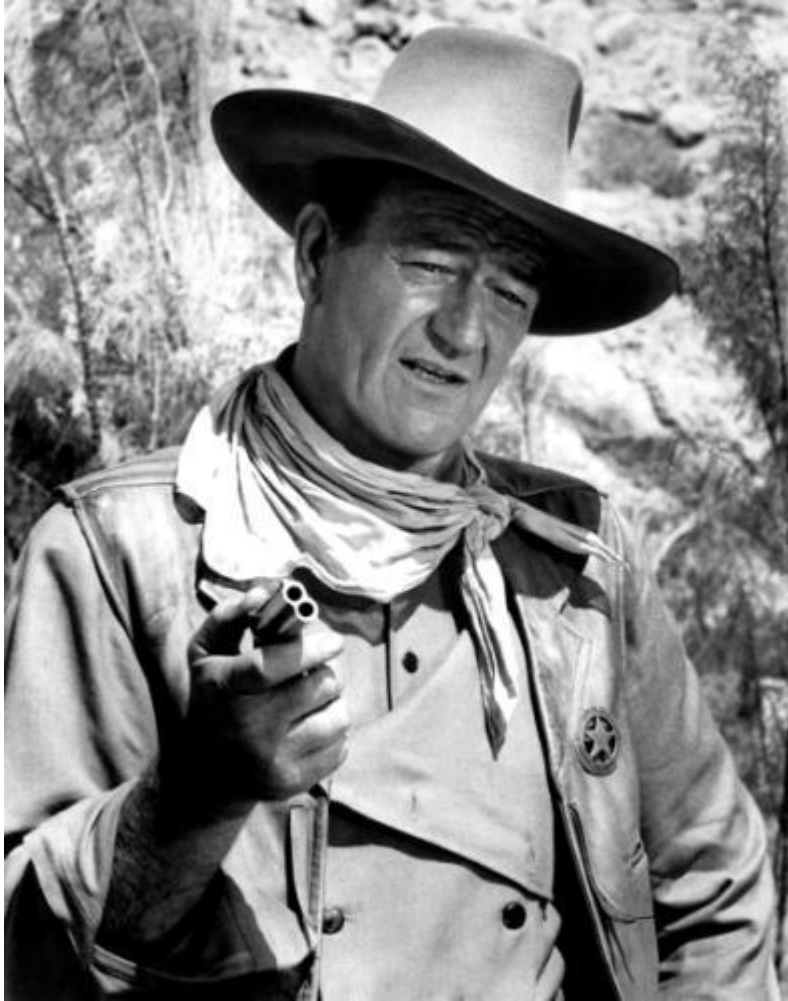
“Intellectual Center of the Army”



U.S. Army Combined Arms Center and Fort Leavenworth

The Importance of an Army Ethic

20 November 2014



- **Help people in distress**
- **Be a good worker**
- **Respect women, parents, and the nation's laws**
- **Be gentle with children, the elderly, and animals**
- **You must always tell the truth**
- **The cowboy must never shoot first, hit a smaller man, or take unfair advantage**
- **He must keep himself clean in thought, speech, action, and personal habits**
- **The cowboy is a patriot**



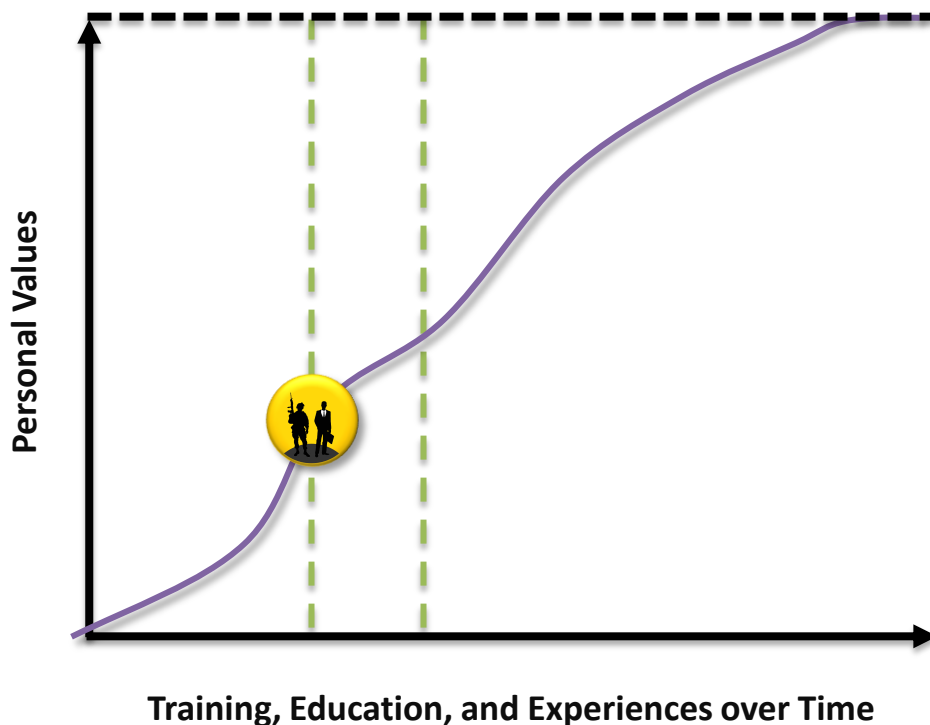
Individuals



become



ARMY PROFESSIONALS

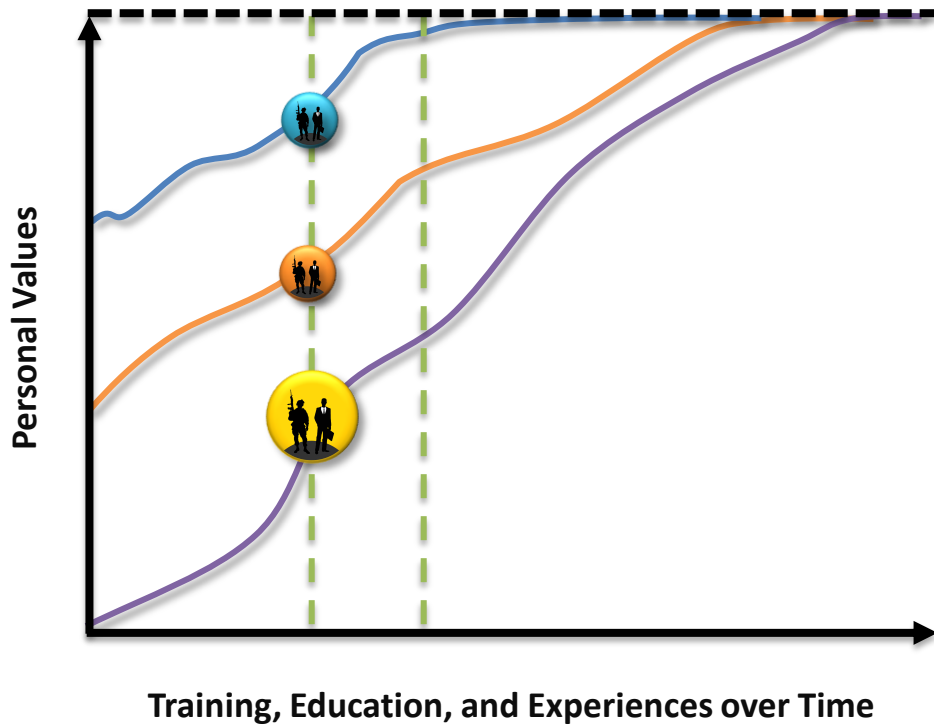


An Army Professional is expected to **live and uphold the Army Ethic** from the moment they take their oath

But we also expect that over time, with **training, education, and experience** which promote the Army Ethic...

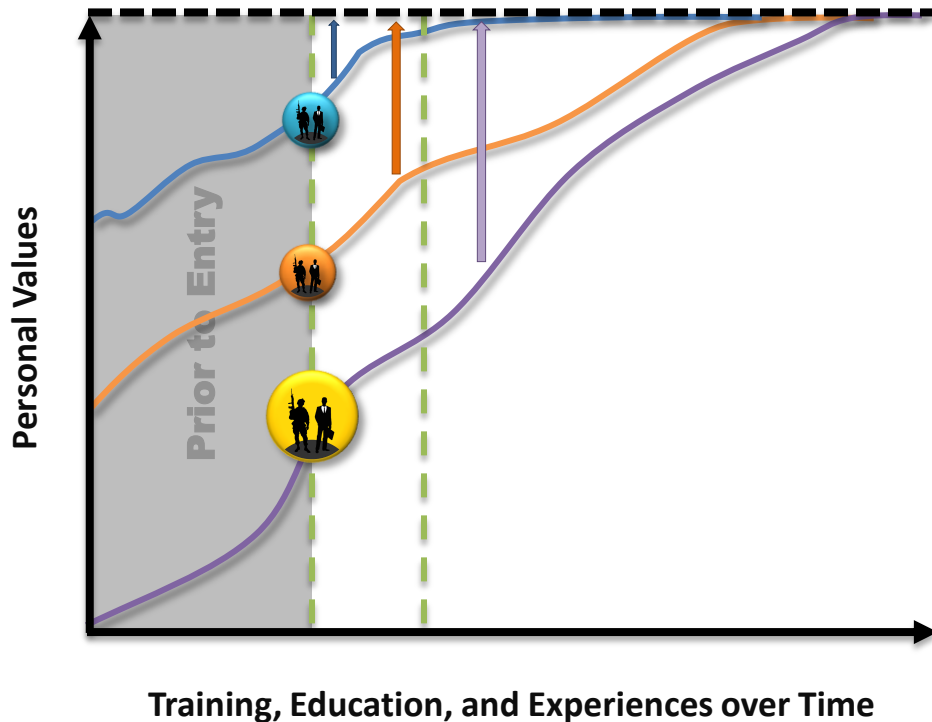
... an Army Professional's **personal values** will further align with the Army Ethic





This occurs differently based on each individual's training, education, and experiences...

...as well as how closely an individual's values aligned with the Army Ethic before they joined the Army.



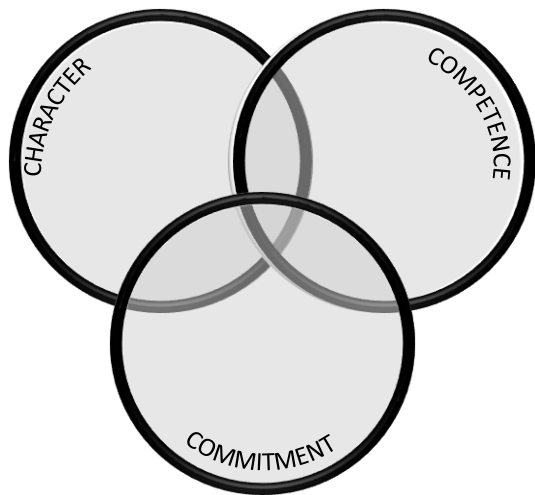
We are constantly trying to close the gap between an individual's personal values and the Army Ethic.

That gap is smaller when the Army recruits individuals with personal values which are in closer alignment with The Army Ethic before they join the Army.

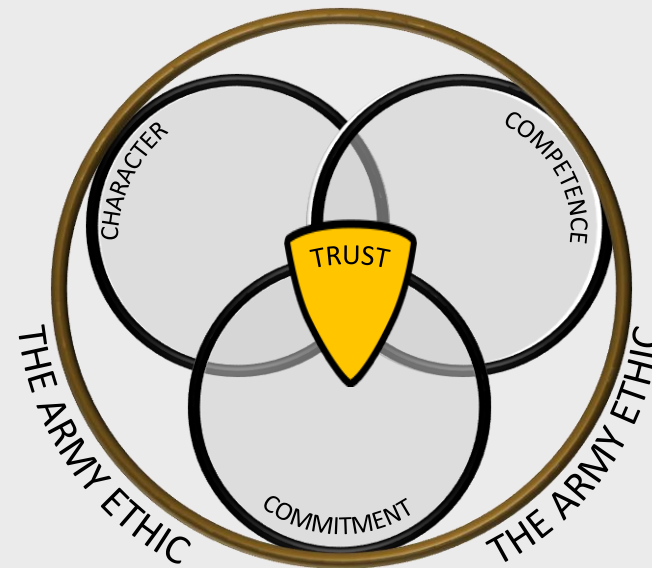
A smaller starting gap between an individual's personal values and the Army Ethic may result in that gap closing faster...

...and with less training, education, and experience.





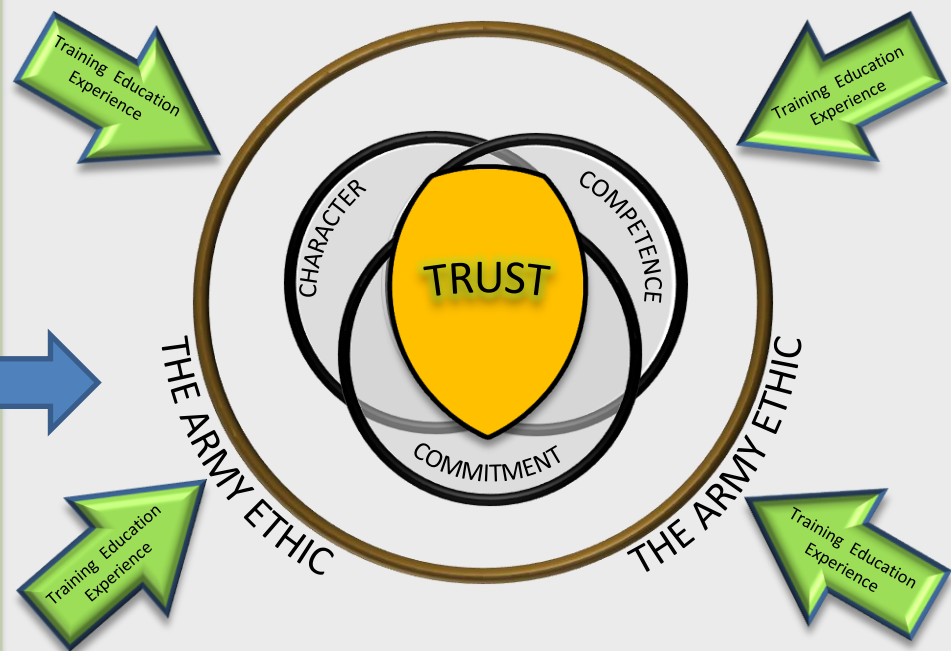
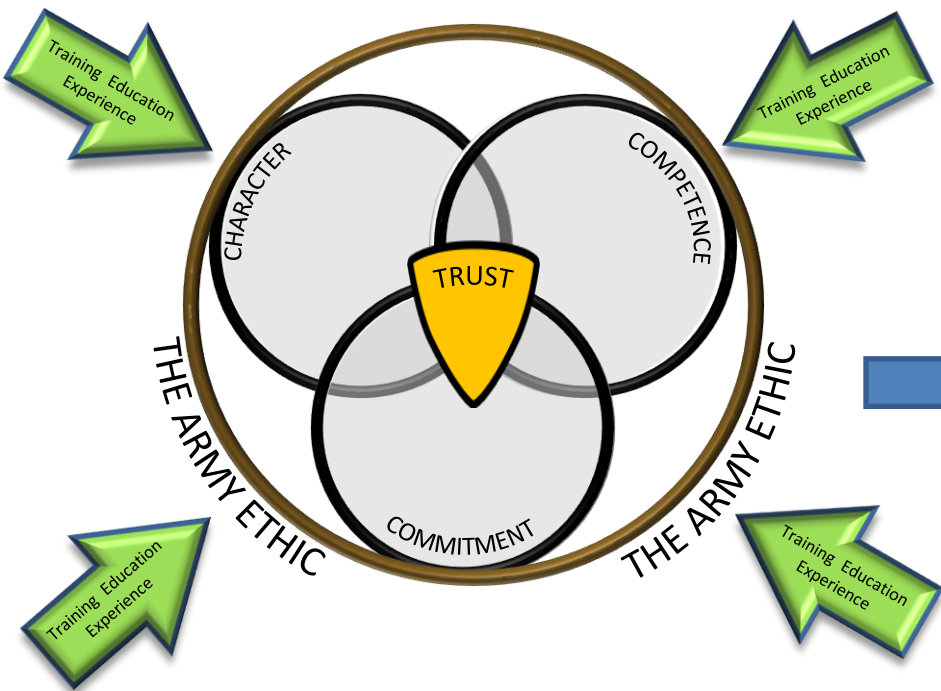
We certify Army Professionals in Character, Competence, and Commitment.



When we demonstrate Character, Competence, and Commitment, and adhere to the Army Ethic, we earn and maintain Trust.

To remain a Trustworthy Army Professional, it is not enough to only demonstrate one of these areas.





Through training, education, and experience...

... we develop an Army Professional's Character, Competence, and Commitment.

When we develop Army Professionals in all three, their Trustworthiness grows.





The evolving set of laws, values, and beliefs, deeply embedded within the core of the Army culture and practiced by all members of the Army Profession to motivate and guide the appropriate conduct of individual members bound together in common moral purpose.

Five Essential Characteristics of the Army Profession

Military Expertise
Our Ethical Application of Landpower

Honorable Service
Our Noble Calling to Service and Sacrifice

Trust
The Bedrock of our Profession

Esprit de Corps
Our Winning Spirit

Stewardship of the Profession
Our Long Term Responsibility

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

Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage

Ethical Foundation: Legal and Moral

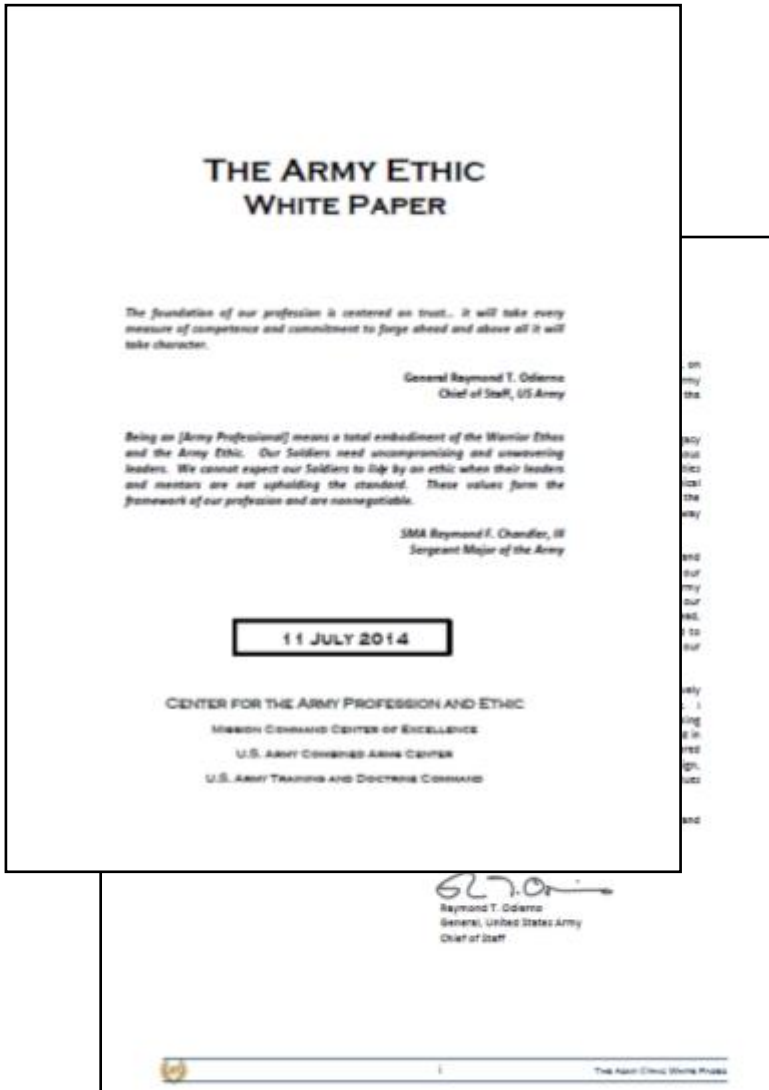
The Framework of the Army Ethic

	Legal Foundations <i>(codified)</i>	Moral Foundations
Army as Profession <i>(Laws/values/norms for performance of collective institution)</i>	Legal-Institutional The U.S. Constitution Title 5, 10, 32, U.S. Code Treaties of which U.S. is party Status of Forces Agreements Law of Armed Conflict	Moral-Institutional The U.S. Declaration of Independence Just War Tradition Trust Relationships of the Profession
Individual as Professional <i>(Laws/values/norms for performance of individual professionals)</i>	Legal-Individual Oath of: Enlistment Commission Office U.S. Code – Standards of Exemplary Conduct UCMJ Rules of Engagement Soldier's Rules	Moral-Individual Universal Norms: Basic Rights Golden Rule Values, Creed & Mottos: "Duty, Honor, Country" NCO Creed, Civilian Creed 7 Army Values Soldier's Creed, Warrior Ethos

Problem

The Army Profession does not have an articulated, accessible, and commonly understood Army Ethic, motivating *Honorable Service*, guiding and inspiring right decisions and actions.





- ## Army Ethic Doctrine Requirements
- Explicit moral and ethical reasoning to inform Army Values-based decisions and actions
 - Shared *identity as Trustworthy Army Professionals, Duty to uphold ethical standards*
 - Ability to develop and certify the *Character of Army Professionals, essential to Trust*
 - Understanding of vital roles in the ethical conduct of Mission Command
 - Counter legalistic, rules-based, and consequential reasoning in decisions and actions
 - Eliminate *friction* between professed ethic and nonconforming institutional policies and practices





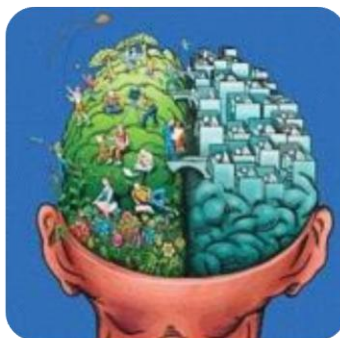
Contradictions Revealed in Earlier Studies:

Army Ethic Ideals versus Operational Practices

We Profess

Army Values
 Uphold the Army Ethic
 Transformational Leadership
 Character, Competence, Commitment
 Needs of the Army
 Professional Development
 Innovation, Candor, Diversity
 Honest Mistakes
 Mission
 Priorities
 Assessment (Honest Reflection)
 We are Citizen-Soldiers
 Army Profession => Soldier (RA, NG, AR) + Army Civilian

Without an
Articulated
Army Ethic



If Not Embraced

Law, Regs, Policy, SOP
 Bystander: look the other way
 Transactional Leadership
 Pragmatism
 Careerism
 "Ticket Punching and Check the Box"
 Standardization, Tact, Conformity
 Zero-Defects
 Appearances
 Expediency
 Cursory AAR (Avoid Conflict)
 We are different from Society
 Focus => Active Duty



Army Ethic Informs, Motivates, and Inspires Army Professionals



Seek to discover the truth, decide what is right

Demonstrate *Character, Competence, and Commitment*

Contribute *Honorable Service*

Stand Strong as Stewards of the Army Profession to uphold the Army Ethic



**The Army Ethic
The Heart of the Army
This We'll Defend**



DRAFT ADRP 1 14JUNE2015

This We'll Defend.

Army Professionals fulfill distinctive roles as Honorable Servants, Military Experts, and Stewards of our profession. By our solemn oath of service we voluntarily incur the extraordinary moral obligation to be:

Trusted Army Professionals

Honorable Servants of the Nation – Professionals of Character:

We support and defend the Constitution, serve under civilian authority, obey the laws of the Nation and legal orders; and we reject and report illegal or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with empathy and respect.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

Military Experts – Competent Professionals:

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We commit to the mission and understand it may demand courageously risking our lives and justly killing others.

We advance the expertise of our chosen profession by seeking the truth through life-long learning, professional development, and certification.

Stewards of the Army Profession – Committed Professionals:

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We wisely use the resources entrusted to us, ensuring our Army is well led and well prepared, while caring for Soldiers, Army Civilians, and Families.

We continuously strengthen the essential characteristics of the profession, reinforcing our bond of trust with the American people.

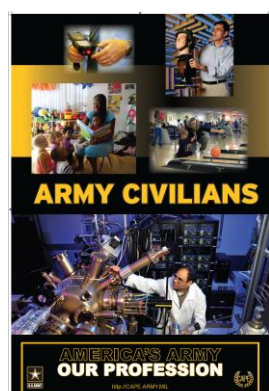
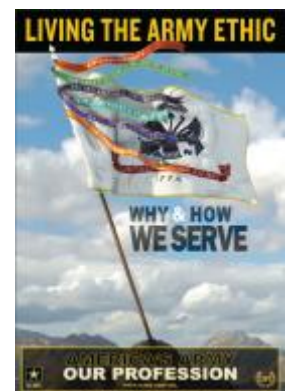




Doctrine Updates:
 ADP 1, The Army: Chapter 2
 ADRP 1, The Army Profession
 ADPs / ADRPs (When Updated)



CAPE Resources



Complex Training (Numerous Reports, Moral Dilemmas)

MORAL DILEMMA

All Intelligence Sources

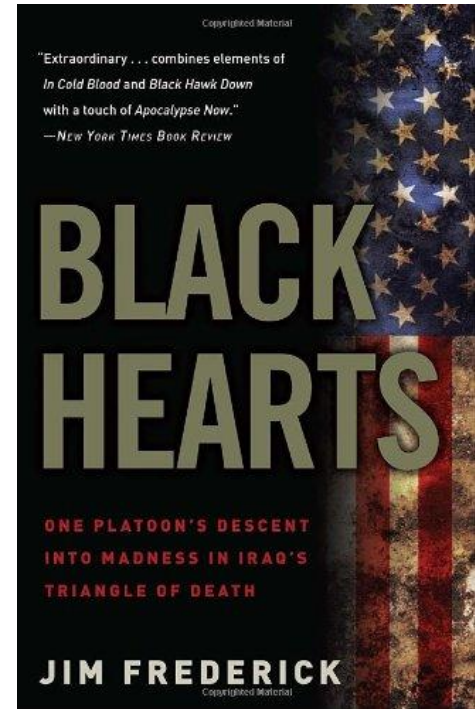
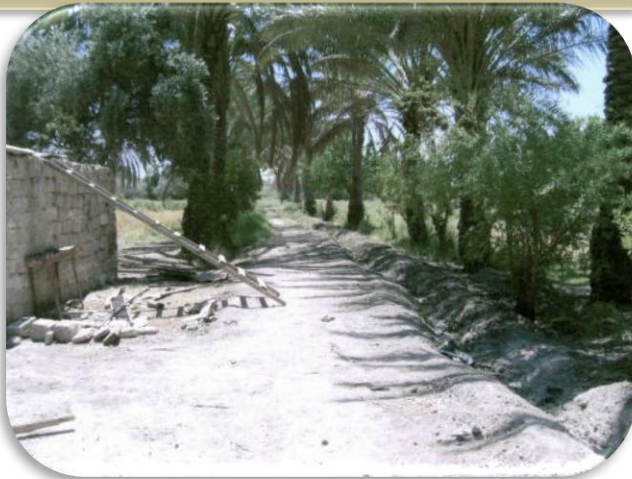
The Army Profession develops leaders who exercise Mission Command while conducting unified land operations in service of the nation.



Character, Competence, Commitment

Justin Watt served in the 101st Airborne Division's 502nd Infantry Regiment in Yusifiah, Iraq.

On 12 March 2006, members of his platoon raped a 14-year old Iraqi girl and executed her and her family. Justin was not a witness of this act, but once told about it by a fellow Soldier, he reported the incident.





AMERICA'S ARMY:

OUR PROFESSION – LIVING THE ARMY ETHIC

Questions

U.S. Army Combined Arms Center and Fort Leavenworth



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