



*“The Intellectual Center  
of the Army”*



# **The U.S. Army as a Military Profession** *(After a Decade Plus of War, and During a Defense Reduction)*

**Don M. Snider, PhD**  
**20 November 2014**



This briefing is: **Unclassified**



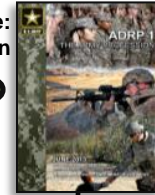
Pre ACPME: Renewing the study of professions

- The idea of modern, competitive professions
- The US Military as a modern competitive profession

GEN Dempsey/TRADOC White Paper:

- The US Army - A Profession of Arms
- Army Soldiers as Experts and Professionals
- Army Ethic as the Core of the Profession's culture

Jun 2013 Doctrine: ADRP 1 The Army Profession



- Army Doctrine: Soldiers and Army Civilian Corps are The Army Profession
- Five Essential Characteristics of the Army as Profession
- Certification by the 3C's: Character, Competence, and Commitment

Army Ethic as basis for Honorable Service

Character Development for Army Professionals

Stewardship of the Army Profession

APR 07    MAY 08    MAR 09    MAY 10    AUG 10    2011-2012    CY13    FY14    FY15/16    FY 17    FY 18

CSA designated West Point as the "Army Center of Excellence for the Professional Military Ethic"	CSA establishes ACPME at West Point	ACPME designated the Army force modernization proponent for the Professional Military Ethic	CSA reassigns the ACPME from USMA to CAC, and CG TRADOC	ACPME renamed "Center for the Army Profession and Ethic (CAPE)". Mission expanded to include Character Development	Army Profession Campaign of Learning	America's Army – Our Profession Education and Training Program	America's Army – Our Profession "Stand Strong"	America's Army – Our Profession "Living the Army Ethic"	America's Army – Our Profession "Strength in Character"	America's Army – Our Profession "Certifying Army Professionals"
--	-------------------------------------	---	---	--	--------------------------------------	--	--	---	---	---





- **The Army as a Military Profession**
- **The Army's New Doctrine of Profession**
- **The Army's Professional Ethic**
- **The Current “Values to Virtues” Gap**





- Within the Army Profession, the Army Civilian Corps is the latest to professionalize.
- The Army is not a profession because it says so! Profession is not even the default character of the Army.
- Junior leaders cannot make the Army a profession, but they must do their part. Primarily the Stewards must make the Army a profession – COLs, GS15s, GOs, SESs, and SGMs
- Professions are quintessentially human, and therefore moral institutions of expert work; using individual moral judgments! Requires Moral Courage!
- We have a “Values to Virtues” Gap; and, Beware:  
Builddowns bureaucratize!!





**AMERICA'S ARMY**

**OUR PROFESSION – LIVING THE ARMY ETHIC**

# **How can I be a Professional... if there is no Profession?**

(an Army Major, 1999)



Visit us at [usacac.army.mil](http://usacac.army.mil)

[cape.army.mil](http://cape.army.mil) 5



- Provide a vital service to the society which it cannot provide for itself, but must have to flourish...
- Work with expert (abstract) knowledge developed into human expertise... not routine or repetitive work...takes years of study and experiential learning...
- Earn and maintain the Trust of their society by the effective and ethical application of their expertise...the means of social control is the Ethic...
- Are, therefore, granted relative autonomy in the application of their art and expertise...



- **14 June 1775 – the American Continental Army**
- **4 July 1776 – Declaration of Independence**
- **15 November 1777 – Articles of Confederation**
- **17 September 1787 – The Constitution**
- **1880-1904 – The U.S Army professionalized**
- **In 2014: 239 years an Army; 122 years a military profession**



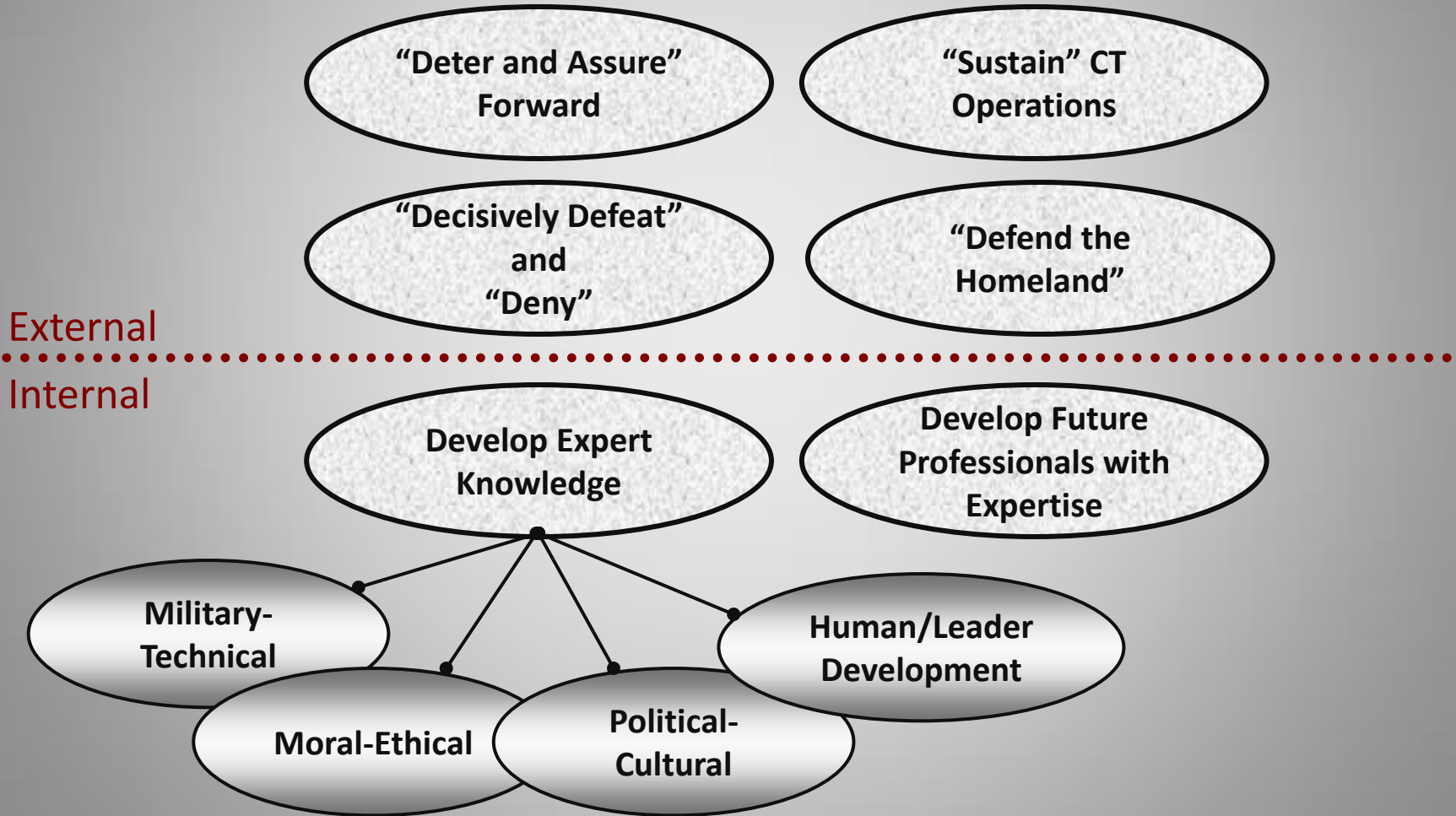


- |                                |     |                           |
|--------------------------------|-----|---------------------------|
| ▪ Expert knowledge             | vs. | Non-expert knowledge      |
| ▪ Accepts life-long learning   | vs. | “You develop me”          |
| ▪ New situations               | vs. | Routine situations        |
| ▪ “Practice” by humans         | vs. | Work done by (all)        |
| ▪ Unlimited personal liability | vs. | Little personal liability |
| ▪ Invests in humans first      | vs. | SOPs; soft/hard ware      |
| ▪ Measure – effectiveness      | vs. | Efficiency                |
| ▪ Trust relationship w/client  | vs. | Public market             |
| ▪ Granted some autonomy        | vs. | Closely supervised        |
| ▪ Develops worldview           | vs. | None inherent             |
| ▪ Maintain ethos, self-policed | vs. | Externally imposed        |
| ▪ Intrinsic motivations        | vs. | Extrinsic motivations     |
| ▪ A life-long “calling”        | vs. | A job                     |





# Negotiated Jurisdictions of The Army Profession, 2014





# **A Quintessential Act of Professional Practice**

- Based on his/her expert knowledge...
- A member of the profession who is facing a new situation or task...
- Classifies the task (estimate/diagnosis), reasons about it (inferring from abstract knowledge applicable to the new task/situation), and then acts on it (execution/action).
- Follows the action, evaluating it for effectiveness and, ultimately, adaptations to...
- The profession's body of expert knowledge and its jurisdiction of expert work
- The “practice”... the repetitive exercise of discretionary judgment, action, and follow-up... all decisions with high moral content





- Professions offer two unique characteristics to the nation that bureaucratic organizations do not:
  - Expert Knowledge
    - Professions create and expand expert knowledge while,
    - Bureaucracies (and businesses) apply the knowledge that professions have developed and discarded.
  - Social Control
    - Professional ethics develops the most powerful means of controlling individual behavior in large groups that are functioning under ambiguous, chaotic and dangerous circumstances, such as war.
    - Bureaucratic controls, usually based on promotion and monetary rewards, have limited ability to control people in these situations.

Development of Soldiers and leaders who can make the right choices, and act on them effectively, during the heat of battle are essential to a successful American Army.



## To be a Steward of the profession's knowledge as well as its ethical and effective practice...

“When we first went there, we thought we would have a conventional fight, ....We had a conventional fight, which turned quickly into an insurgency that was compounded by terrorism ... We were surprised by the changing tactics that we saw. We had no idea about the irregular aspect we were about to face. We didn't recognize this was a possibility. And when we did recognize this, it took us too long to adjust.”

- General Ray Odierno, interview with *Army Times*, 19 September, 2011





- **The Army as a Military Profession**
- **The Army's New Doctrine of Profession**
- **The Army's Professional Ethic**
- **The Current “Values to Virtues” Gap**





## What We Learned During the 2011-12 Campaign

### 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**



# Army Professional Identities within the new Doctrine

*Honorable Servant* – Professional of Character

*Steward of the Profession* – Professional of Commitment

*Military Expert* – Professional of Competence

The priority of developmental goals in 2014 must be character over commitment and competence! Being over Doing!



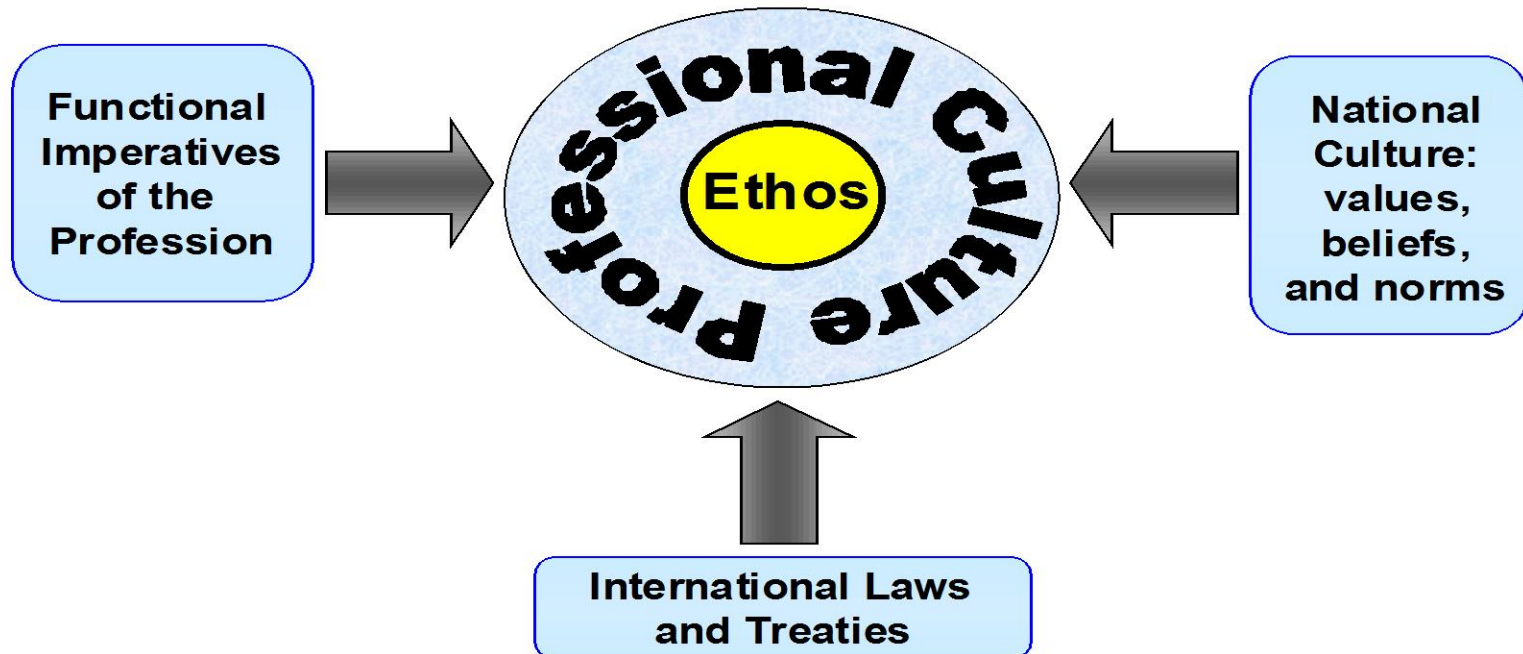
- **The Army as a Military Profession**
- **The Army's New Doctrine of Profession**
- **The Army's Professional Ethic**
- **The Current “Values to Virtues” Gap**







# Influences on the Culture and Ethic



Adopted from Anthony E. Hartle, *Moral Issues in Military Decision Making* (1989)



## Legal Foundations

*(codified)*

## Moral Foundations

### Army as Profession

*(Values/norms for performance of collective institution)*

#### 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 Land Warfare

#### Moral-Institutional

The U.S. Declaration of Independence  
Just War Tradition  
Army Culture – “Can-do”  
Trust Relationships of the Profession

### Individual as Professional

*(Values/norms for performance of individual professionals)*

#### Legal-Individual

Oath of:  
Enlistment  
Commission  
Service  
U.S. Code – Standards of Exemplary Conduct  
Uniform Code of Military Justice  
Rules of Engagement  
Soldier’s Rules

#### Moral-Individual

Universal Norms:  
Accepted Human Rights  
Golden Rule of Interpersonal Behavior  
Creed & Mottos:  
Duty, Honor, Country  
NCO Creed, Civilian Creed  
7 Army Values  
Soldiers Creed, Warrior Ethos





## Legal Foundations

*(codified)*

## Moral Foundations

### Army as Profession

*(Values/norms for performance of collective institution)*

#### 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 Land Warfare

#### Moral-Institutional

The U.S. Declaration of Independence  
Just War Tradition  
Army Culture – “Can-do”  
Trust Relationships of the Profession

### Individual as Professional

*(Values/norms for performance of individual professionals)*

#### Legal-Individual

Oath of:  
Enlistment  
Commission  
Service  
U.S. Code – Standards of Exemplary Conduct  
Uniform Code of Military Justice  
Rules of Engagement  
Soldier’s Rules

#### Moral-Individual

Universal Norms:  
Accepted Human Rights  
Golden Rule of Interpersonal Behavior  
Creed & Mottos:  
Duty, Honor, Country  
NCO Creed, Civilian Creed  
7 Army Values  
Soldiers Creed, Warrior Ethos

Motivation of Obligation

Motivation of Aspiration





- **The Army as a Military Profession**
- **The Army's New Doctrine of Profession**
- **The Army's Professional Ethic**
- **The Current “Values to Virtues” Gap**



## Army Ethic Ideals / Army Profession Practices / Institutional Army Regulations, Policies, Procedures, Practices

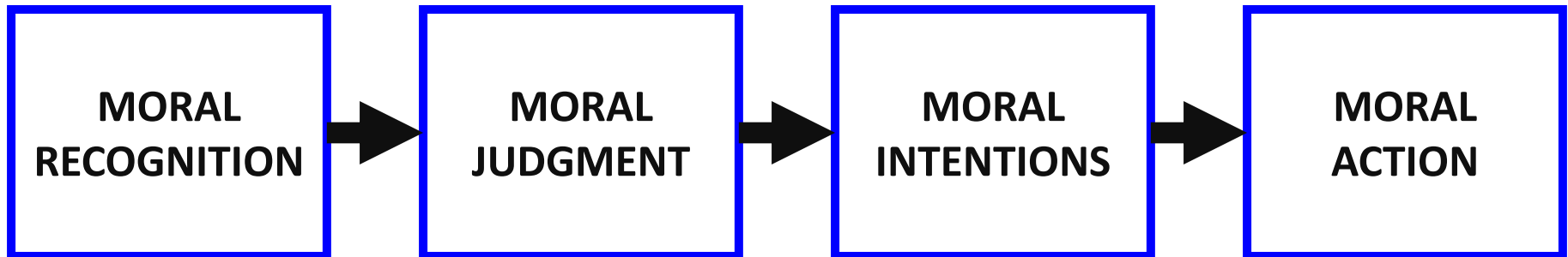
<b>We Profess</b>	<b>We Observe</b>
Army Values	Law, Regs, Policy, SOP
Uphold the Army Ethic	Bystander: look the other way
Transformational Leadership	Transactional Leadership
Character, Competence, Commitment	Pragmatism
Needs of the Army	Careerism
Professional Development	"Ticket Punching and Check the Box"
Innovation, Candor, Diversity	Standardization, Tact, Conformity
Honest Mistakes	Zero-Defects
Mission	Appearances
Priorities	Expediency
Assessment (Honest Reflection)	Cursory AAR (Avoid Conflict)
We are Citizen-Soldiers	We are different from Society
Army Profession => Soldier + Army Civilian	Focus => Active Duty



# Discretionary Judgments under Mission Command: Stages of Moral Processing

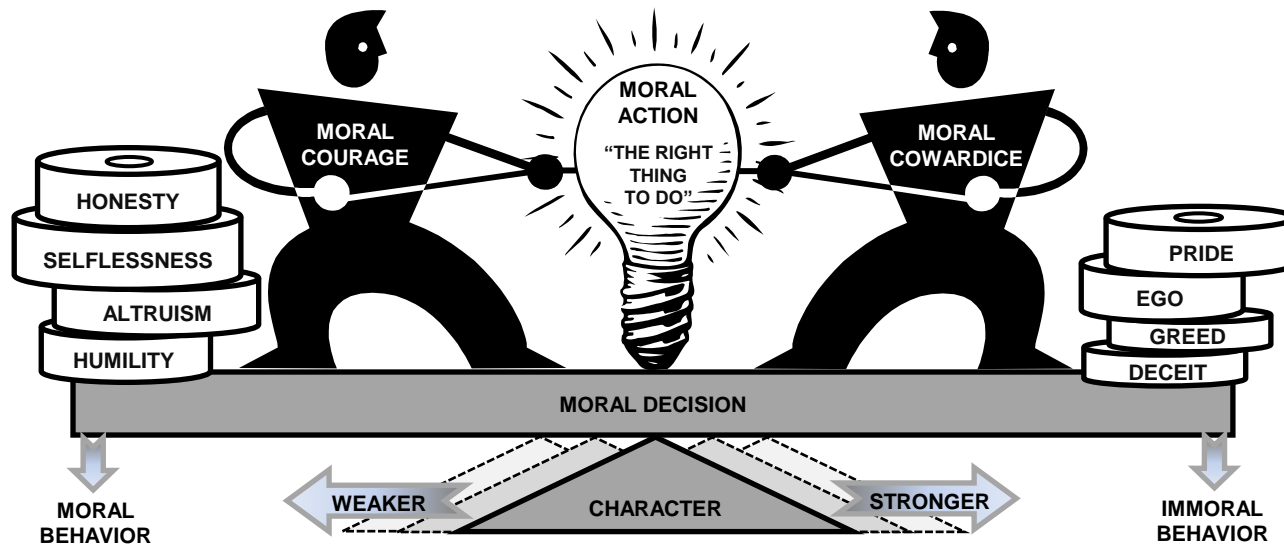
## Moral Development:

- Individual *Transformation* is Required
  - Capability, Ownership, & Confidence/Courage
- Moral Capacity can be *Developed*
- *Leaders* can Lead such Transformations



James Rest (1986)

Sequential Process





- Within the Army Profession, the Army Civilian Corps is the latest to professionalize.
- The Army is not a profession because it says so! Profession is not even the default character of the Army.
- Junior leaders cannot make the Army a profession, but they must do their part. Primarily the Stewards must make the Army a profession – COLs, GS15s, GOs, SESs, and SGMs
- Professions are quintessentially human, and therefore moral institutions of expert work; using individual moral judgments! Requires Moral Courage!
- We have a “Values to Virtues” Gap; and, Beware:  
Builddowns bureaucratize!!







## U.S. Army Combined Arms Center and Fort Leavenworth

"We cannot expect to capture the imagination of combat-seasoned forces that have been in some of the most complex environments imaginable for almost a decade by sitting them in a classroom and bludgeoning them with PowerPoint slides. We must make the 'scrimmage' as hard as the 'game' in both the institutional schoolhouse and at home station."

-- General Martin E. Dempsey

