

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE

AMERICA'S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

LESSON AUTHOR: CENTER FOR THE ARMY PROFESSION AND ETHIC (CAPE)

DATE PREPARED: 13 November 2015

1. **OVERVIEW.** This lesson plan helps you prepare and conduct a professional development session on *Why and How We Serve*. This training support package (TSP) enables professional development sessions using the facilitated case study method to educate members of the Army Profession. The video case study exercises provided are Army Professionals' stories combined with supplemental questions and reflective practice that guide you through a group discussion on the Army Profession and Ethic, and how they apply in making decisions and taking action. This alternative lesson plan can be used as a standalone plan for an Army Civilian audience or it can be combined with the 1 October Living the Army Ethic lesson plan for a session that includes Soldiers and Civilians.

Remember the learning occurs during facilitated DISCUSSION.

2. **BACKGROUND.** This TSP supports the *America's Army – Our Profession* campaign theme for Fiscal Year (FY) 2016. *Why and How We Serve* directly supports strengthening bonds of trust with the American people and mutual trust within cohesive teams of "trusted Army professionals."
- The Secretary of the Army and the Chief of Staff of the Army announced the two-year theme in ALARACT 189/2014, FY15-16 *America's Army – Our Profession (AA-OP) Theme, "Living the Army Ethic" Why and How We Serve*. Their intent was to continue the momentum gained in prior years.
 - The 2013 AA-OP campaign focused on four themes: *"Standards and Discipline; Customs, Courtesies, and Traditions; Military Expertise – Certified Army Professionals; and Trust."*
 - The FY14 "Stand Strong" program reemphasized "Trust" and transitioned to *"Honorable Service and Stewardship."* These characteristics of our noble profession require that we "Live By and Uphold the Army Ethic" to prevent misconduct and stop unethical practices.
 - This TSP was updated to include doctrinal changes published in Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*, including a new Chapter 2, "The Army Ethic," June 2015.
 - The goal is for members of the Army Profession (Soldiers and Army Civilians) to practice our profession, consistent with the Army Ethic, reflecting a shared understanding for *Why and How We Serve*.
3. **LEARNING OUTCOMES.**
- Develop an understanding of the Army Ethic and its relation to *Why We Serve*.
 - Develop an understanding of the Army Profession's shared identity, roles, and moral principles – *How We Serve*.
 - Explain why living the Army Ethic is important to develop mutual trust, internally and externally.
 - Apply the Army Ethic to the decisions and actions of Trusted Army Professionals.

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE

AMERICA'S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

4. TRAINING REFERENCES.

- a. Army Doctrine Publication (ADP) 1, *The Army* (September 2012), Chapter 2, “Our Profession.”
- b. Army Doctrine Reference Publication (ADRP) 1, *The Army Profession* (June 2015).
- c. Chief of Staff of the Army, *The Army Ethic White Paper* (11 July 2014).
- d. *Army Profession Pamphlet (2014)*: Downloadable Army Profession informational document available on CAPE Public Website: <http://cape.army.mil>.
- e. “Living the Army Ethic” and other Army Profession and Ethic “Education and Training” materials are on CAPE Public Website: <http://cape.army.mil>.

5. ADDITIONAL INSTRUCTOR RESOURCES.

Facilitator Toolkit: Additional videos and techniques to help trainers become more effective facilitators are on the CAPE Website: <http://cape.army.mil/facilitator.php>.

6. TRAINING GUIDANCE.

Prepare.

- If your training site has internet capability, present and facilitate the session on-line. If there is no internet capability, you can download the entire *Living the Army Ethic: Why and How We Serve* TSP.
- Review ADRP 1, *The Army Profession (June 2015)*, Chapter 2, “The Army Ethic,” and *Army Profession Pamphlet (2014)*.
- Review the material on the CAPE website on reflective practice and how-to effectively facilitate a small group development session.
- Print lesson plan and student handouts.
- Review the supporting notes of each slide downloadable from the CAPE website.
- Review associated video case study exercises.
- As a facilitator, rehearse your role in the education and training session.

Conduct.

- Distribute student handouts.
- Present the on-line TSP and use talking points with associated slides as you progress through the presentation in interactive dialogue.
- Get your group involved by asking the discussion questions and facilitate further discussion.
- Facilitators can determine which suggested discussion questions to use based on the audience, level of participation, and available time.
- Use the video case study exercises to allow the group to apply what they have learned in the training to a real-life situation.
- Lead your group in a reflective practice exercise to answer the following questions:
 - What? (What did I learn concerning *Why and How We Serve* as an Army Professional?)
 - So what? (Why does it matter? How do I feel about it?)

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE

AMERICA'S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

- Now what? (How will I use this information/new knowledge? How will I apply it to my situation/organization?)

Follow up.

- Discuss and seek future opportunities to continue the discussions of *Living the Army Ethic: Why and How We Serve* within your organization.
- Maintain communication with CAPE (CAPE Public Website: <http://cape.army.mil>) for the latest information, materials, and products.
- **SUBMIT FEEDBACK TO CAPE.** Slide 16 provides specific ways for both participants and facilitators to give direct feedback via the CAPE website.

7. TRAINING AIDS.

- Why and How We Serve* Training Support Package for *FY15-16 America's Army – Our Profession* Theme "Living the Army Ethic."
- A/V equipment, computer, as required.
- White board, poster board, and markers to list ideas.
- Participant handout:* foundational material to support the lesson.

8. CONDUCT OF LESSON. Lesson Timeline (timeline can be adjusted based on time available and organizational requirements):


<u>Min</u>	<u>Activity</u>
02	Introduction
03	Presentation of the Learning Outcomes
05	Facilitated discussion of the Army Ethic
13	Present " <i>Living the Army Ethic: Why and How We Serve</i> " Video
05	Facilitated discussion of " <i>Living the Army Ethic: Why and How We Serve</i> " Video
12	Facilitated discussion of <i>Why We Serve</i> to include " <i>Principled Evaluation</i> " (1:10) and " <i>Serving Honorably</i> " (1.28) Videos
10	Facilitated discussion of <i>How We Serve</i> (Slide 9) to include " <i>Serving as an Army Professional</i> " (1:00) Video
10	Break
15	Facilitated discussion of <i>How We Serve as Trusted Army Professionals</i> to include " <i>Mission Critical</i> " Case Study (Part 1 = 3:50; Part 2 = 2:15)
10	Facilitated discussion of <i>Honorable Servants of the Nation</i> and " <i>Positive Work Environment</i> " (1:05) Video
10	Facilitated discussion of <i>Army Experts</i> and " <i>The Army Civilian Corps</i> " (1:00) Video
10	Facilitated discussion of <i>Stewards of the Army Profession</i> and " <i>Stewardship of the Army Profession</i> " (1:00) Video
10	Expectations / Conclusion / Reflection
05	Feedback

120 **Total Lesson Minutes**

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE



AMERICA'S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

<p><u>Slide 1</u> Slide Taking Points: We are going to talk about what it means to live by and uphold the Army Ethic. We will discuss our profession through the lens of the Army Ethic, what motivates our service to the Nation, and how we serve as Trusted Army Professionals. I expect us to have an open discussion where we can express ideas and learn from one another.</p>	
<p><u>Slide 2</u> Slide Talking Points: These are the goals for our discussion today. They are derived from the vision for the America's Army – Our Profession program.</p> <p>➤ Vision: As members of the Army Profession, we practice our Profession, adhering to and upholding the Army Ethic, reflecting a shared understanding of Who We Are – <i>Why and How We Serve</i>. As <i>Trusted Army Professionals</i> we serve in defense of the Constitution and American people, as Honorable Servants, Army Experts, and Stewards of the people, other resources, and Profession entrusted to our care. (Resource: AE Info Paper)</p>	<p>Learning Outcomes</p> <ul style="list-style-type: none">• Develop an understanding of the Army Ethic and its relation to <i>Why We Serve</i>.• Develop an understanding of the Army Profession's shared identity, roles, and moral principles – <i>How We Serve</i>.• Explain why living the Army Ethic is important to develop mutual trust, internally and externally.• Apply the Army Ethic to the decisions and actions of Trusted Army Professionals. <p><small>Ref: AE Info Paper Objectives</small></p>
<p><u>Slide 3</u> Facilitator Note: Seek group's current understanding of the "Army Ethic" doctrine.</p> <p>Facilitator Action: Facilitate a brief discussion using the following questions and supporting resources:</p> <ul style="list-style-type: none">• "How many of you were familiar with the Army Ethic before today?"• "Listed on the slide is an explanation of the role of the Army Ethic. Why is it important to our profession?"• "Is the Army a Profession or Bureaucracy? Why?"• "What is the goal of having a published Army Ethic? What is the Army trying to accomplish?" <p>Talking Points: The complete Army Ethic can be found in ADRP-1 (June 2015), Chapter 2.</p>	<p>The Army Ethic...</p> <ul style="list-style-type: none">• Explains the nature of honorable service in accomplishment of the mission, performance of duty, and all aspects of life.• Guides the Army Profession in the ethical design, generation, support, and application of landpower.• Establishes the standard and expectation for all to serve as Stewards of the Army Profession.• Inspires and motivates the conduct of Soldiers and Army Civilians who are bound together in common, moral purpose.• Expresses the standard and expectation for all of us to make right decisions and to take right actions. It is the heart of the Army and the inspiration for our shared professional identity – <i>Who We Are – Trusted Army Professionals</i>. <p><small>Ref: AE Info Paper and ADRP 1</small></p>

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE




AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

<p>Doctrinal Definition of the Army Ethic: the evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of Army professionals bound together in common moral purpose.</p> <p>Transition/Facilitator Action: Transition to the video with an introduction: “While we watch this video, consider why you and your peers serve as Army Professionals.”</p>	
<p><u>Slide 4</u> Facilitator Note: This video is the Theme Video for “Why and How We Serve.” (12:26)</p> <p>Facilitator Action:</p> <ul style="list-style-type: none"> - Present the “Why and How We Serve” video. - When concluded, ask your group for their reactions to the “Why and How We Serve” video message. - Facilitate a brief discussion using the following questions: <ul style="list-style-type: none"> • “Why do Army Professionals serve?” • “What factors influenced your decision to serve?” • “Have your motivations or reasons to serve changed over time? How so?” • “Do you consider yourself to be a Trusted Army Professional? Why or why not?” • “How does living the Army Ethic influence ‘Why’ you personally serve?” <p>Transition/Say to the group: Let’s look further at “why” we serve.</p>	 <p>http://cape.army.mil/videos/living-the-army-ethic-why-and-how-we-serve</p> <p>Theme Video 4</p>
<p><u>Slide 5</u> Slide talking points: Understanding why we serve the American people is a functional imperative. Without understanding honorable service, Army professionals may doubt the value of their service or question their commitment to the Army Profession.</p> <p>Facilitator Action:</p> <ul style="list-style-type: none"> - Facilitate a brief discussion using the following questions: <ul style="list-style-type: none"> • “What motivates people to join the Army Profession?” • “For each of the three bullets on the slide, are they obligatory or aspirational reasons to serve? Explain.” 	<p style="text-align: center;">Why We Serve</p> <p>We are committed to do our duty to contribute to the “common defense;” we share a love of country and our Army Family; we defend American values that frame the nation as expressed in the Declaration of Independence and the Constitution of the United States; and we serve “not to promote war, but to preserve peace.”</p> <ul style="list-style-type: none"> ➢ Love of Country and Family ➢ Preserve the Peace – Prevent, Shape, Win ➢ Defend the American People and Values  <p>Ref: AE Info Paper 5</p>

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE





AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

<ul style="list-style-type: none"> • “Which type of motivation do you think is strongest for people joining the Army Profession – incentives, obligations or aspirations? Explain your response.” • “Can peoples’ motivation change over time? Give examples.” <p>- View the video “Principled Evaluation” (1:10).</p> <ul style="list-style-type: none"> • “Do you think the Army Civilian in this video considers his service to be obligatory or aspirational?” <p>Transition/Say to the group: Let’s watch a short case study emphasizing the collective motivation of why we serve – “Serving Honorably”.</p>	
<p><u>Slide 6</u></p> <p>Facilitator Note: This video allows the training session participants to apply their knowledge of “Why and How We Serve” in a professional context through a facilitated discussion.</p> <p>Facilitator Action: - View the video “Serving Honorably.” You can pause between parts to discuss as needed. (1:28) - Facilitate a brief discussion using the following questions:</p> <ul style="list-style-type: none"> • “What do you think inspires Ms. Ellen Helmersen to serve?” • “Why do you serve?” <p>Transition/Say to the group: Let’s discuss another collective motivation of why we serve – Preserve the Peace – Prevent, Shape, and Win.</p>	<p style="text-align: center;">Why We Serve</p> <div style="text-align: center;">  <p>“Serving Honorably”</p> </div> <p><small>Video Case Study - CAPE Website http://cape.army.mil/</small></p>
<p><u>Slide 7</u></p> <p>Slide talking points: These concepts are from the Army’s Vision Statement for 2015-2025.</p> <p>Facilitator Action:</p> <ul style="list-style-type: none"> • “What does each of the three bullets mean to you?” • “How does this message apply to ‘why people serve in the Army Profession’?” • “Why is it important that senior leaders express their vision both to Army Professionals and the American public?” • “How is having an Army Ethic written in doctrine important for both Army Professionals and the American people?” 	<p style="text-align: center;">Preserve the Peace – Prevent, Shape, Win</p> <ul style="list-style-type: none"> ➢ Prevent conflict by deterring potential adversaries and assuring allies and partners. ➢ Shape the strategic, operational and tactical environment to ensure the U.S. maintains an advantage prior to conflict. ➢ Win quickly and decisively in the event of conflict. <div style="display: flex; justify-content: space-around;">   </div> <p><small>Ref: The Army Vision 2015-2025 Strategic Advantage in a Complex World</small></p>

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE

AMERICA'S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

<ul style="list-style-type: none">• “What happens if our actions as an Army do not match our ethic?” <p>Transition/Say to the group: Wrapping up our discussion about “why” we serve, let’s discuss the final collective motivation previously listed – Defend American People and Values.</p>	
<p><u>Slide 8</u></p> <p>Slide Talking Points: Protection of our way of life requires constant vigilance. Each generation inherits not only the rights and privileges of being an American, but also the responsibility to defend the Constitution, against all enemies, foreign and domestic. Since 1775, our Army’s vital, enduring role has been to fight and win our Nation’s wars. The Army exists as a profession for one reason: to serve the Nation by supporting and defending the Constitution in a way that upholds the values, rights and interests of the American people.</p> <p>Facilitator Action: Facilitate a brief discussion using the following:</p> <ul style="list-style-type: none">• “Explain the ‘collective right of the people of the United States to independence and sovereignty’?”• “Why do we need a ‘moral basis’ for our mission?”• “What does ‘not violating the rights of others’ mean to you?”• “Why is it important that the ‘Army ethically applies landpower...as directed by our civilian leaders’?”• “Why is it important that the Army earn the Trust of the American people?”	<p>Defend American People and Values</p> <ul style="list-style-type: none">▪ The collective right of the American people to independence and political sovereignty is the moral basis for the Army mission.▪ Protecting our collective right is the service the Army Profession provides for our society.▪ We must not violate the rights of others or we violate our own ethic and erode trust and legitimacy.▪ The Army mission, as directed by our civilian leaders, justifies the ethical application of landpower, which could result in taking the lives of others and placing our own lives at risk.  <p><small>Ref: ADPP 1.3-38 8</small></p>
<p><u>Slide 9</u></p> <p>Slide Talking Points: Equally as important as why we serve is how we serve. Professions provide service. Our Army Profession provides “Honorable Service” in accordance with the Army Ethic. As we discussed on the last slide Trust must exist between the Army and the American people. This Trust is extended to each member of the Profession as “the belief and confidence in each Army Professional’s character, competence, and commitment.” We aspire to a shared professional identity as Trusted Army Professionals with complementary roles as Honorable Servants, Army Experts, and Stewards of the Profession.</p>	<p>How We Serve</p>  <p>We live by and uphold the Army Ethic in the conduct of our mission, performance of our duty, and all aspects of our lives; and we practice the discipline of our military art and science, always striving for standards of excellence.</p> <p>By our solemn oath, we voluntarily incur moral obligations inherent in the shared identity to which we aspire:</p> <p>Trusted Army Professional with complementary roles as Honorable Servants, Army Experts, and Stewards of the Profession</p>   <p><small>Ref: AD Info Paper 9</small></p>

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE

AMERICA'S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

Facilitator Action:

- Facilitate a brief discussion using the following questions:
 - “When you consider being a Trusted Army Professional, who is the trust between?”
 - “What does being an Honorable Servant mean to you? How do Army Professionals conduct themselves as Honorable Servants?”
 - “How do Army Professionals produce and keep the Profession’s expert knowledge up-to-date?”
 - “How can you act as an Army Steward?”
- View the video “Serving as an Army Professional” (1:00).
 - “Do you consider yourself to be part of the Army Profession? Why or why not?”
 - “Do you agree that it is critical for Army Civilians to be part of the Army Profession? All or just some? Why or why not?”

Slide 10

Slide talking points:

The ethical, effective, and efficient accomplishment of the mission is the core of our ethos – this is HOW WE SERVE. As Honorable Servants, we have the character to integrate the Army Ethic into our decisions and actions. Army Experts have the competence to effectively use teamwork to complete the mission. Army Stewards are committed to efficiently using resources and nurturing the future of the Profession. Through training, education, and experience, we are certified as Trusted Army Professionals with character, competence and commitment. Trusted Army Professionals have the responsibility to make right decisions and take right actions thereby developing internal trust within the Army and external trust with the American people, partners, and allies.

Facilitator Note:

Character: dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.
Competence: demonstrated ability to successfully perform duty with discipline and to standard.
Commitment: resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.

Facilitator Action:

- Facilitate a brief discussion using the following:

How We Serve as Trusted Army Professionals



Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE

AMERICA'S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

- “What are the tensions in making a decision that is ethical, effective, and efficient? Every decision Trusted Army Professionals make should be ethical. Why might every decision not also be the most effective or the most efficient?”
- “What happens if an Army Professional does not develop in all three of the professional criteria: character, competence and commitment? Describe an individual that has competence and commitment but no character (or an individual with character and commitment but lacks competence). How does lack of development in one of these criteria diminish the development of internal trust?”
- “How does making the right decision and taking the right action support the philosophy of Mission Command? Is there room for mistakes?”

- View the case study video “Mission Critical.” You can pause between parts to discuss as needed.

Part 1 (3:50)

Part 2 (2:15)

- Consider points from the case study video in the next 3 slides in terms of what aspects of Honorable Servants, Army Experts, and Stewardship do they see in this Civilian's decisions and actions.

Transition/Say to the group:

Let's look at How We Serve in more depth.

Slide 11

Slide talking points:

The bullets on the slide are examples of moral principles that Trusted Army Professionals adhere to in their role as Honorable Servants.

Facilitator Action:

Facilitate a brief discussion using the following question:

- “What Army Values do you see within these principles?”
- “Can you think of an example of an Army Professional you have worked with who embodied these principles? Please share.”
- “What moral principles on this slide were demonstrated by the civilian in the ‘Mission Critical’ video case study? Explain.”

Transition/Say to the group:

“Let us examine the moral principles of Honorable Servants of the Nation through another video.”

Honorable Servants of the Nation – Professionals of Character

- We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, 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 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.




Ref: ADMP 1, Figure 2-4
Video Case Study - CAPE Website
<http://cape.army.mil/>

11

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE


AMERICA'S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

<p>Facilitator Note: This video allows the training session participants to apply their knowledge of the Honorable Servant role and principles in a professional context through a facilitated discussion.</p> <p>Facilitator Action:</p> <ul style="list-style-type: none">- View the video “Positive Work Environment” (1:03).- Facilitate a brief discussion using the following questions:<ul style="list-style-type: none">• “How does establishing a Positive Work Environment relate to Character and being an Honorable Servant?”• “What are some ways to create a Positive Work Environment?”	
<p><u>Slide 12</u></p> <p>Slide talking points:</p> <p>Army Experts are certified to fulfill responsibilities and perform assigned duties with discipline and to standard for their rank and specialty.</p> <p>Army Experts develop expert knowledge and expert practices in order to provide an Honorable Service to society that it cannot provide for itself, and they develop their subordinates, distribute expert knowledge and expert practices throughout the force.</p> <p>The bullets on the slide are examples of moral principles that Trusted Army Professionals adhere to in their role as Army Experts.</p> <p>Facilitator Action:</p> <p>Facilitate a brief discussion using the following questions:</p> <ul style="list-style-type: none">• “What Army Values are reflected in these principles?”• “Are there other moral principles applicable to Army Experts? Explain.”• “What moral principles on this slide were demonstrated by the civilian in the ‘Mission Critical’ video case study? Explain.” <p>Transition/Say to the group:</p> <p>“Let us examine the moral principles of Army Experts through a video.”</p> <p>Facilitator Note:</p> <p>This video allows the training session participants to apply their knowledge of the Army Expert role and principles in a professional context through a facilitated discussion.</p>	<p style="text-align: center;">Army Experts – Competent Professionals</p> <ul style="list-style-type: none">• 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 accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.• We continuously advance the expertise of our chosen profession through life-long learning, professional development, and our certifications. <p style="text-align: center;"> “The Army Civilian Corps”</p> <p><small>Ref: ADP 1, Figure 2-4 Video Case Study - CAPE Website http://cape.army.mil/</small></p> <p style="text-align: right;"><small>12</small></p>

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE


AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

<p>Facilitator Action:</p> <ul style="list-style-type: none"> - View the video “The Army Civilian Corps” (1:00). - Facilitate a brief discussion using the following questions: <ul style="list-style-type: none"> • “How has the role of the Army Civilian Corps changed since 2001?” • “Is it important for Army Civilians to be experts? Why?” • “Do you classify yourself as an expert? Why or why not?” • “How are discipline and standards related to being an Army Expert?” 	
<p><u>Slide 13</u></p> <p>Slide talking points:</p> <p>Stewardship is the responsibility of Army professionals to strengthen the Army as a profession and to care for the people and other resources entrusted to them by the American people. Our decisions and actions must be right, both for today and for tomorrow. All Army professionals have the duty to be faithful, responsible, and accountable stewards, advancing the Army Profession, strengthening the Army culture of trust, and conveying the legacy we inherited from those who led the way. Through coaching, counseling, and mentoring leaders develop their subordinates, peers, and leaders. They distribute expert knowledge and expert practices throughout the force. They set the example, strive for excellence, and are committed to life-long professional development by providing education, training, and experience. The bullets on the slide are examples of moral principles that Trusted Army Professionals adhere to in their role as Stewards of the Army Profession.</p> <p>Facilitator Action:</p> <p>Facilitate a brief discussion using the following question:</p> <ul style="list-style-type: none"> • “How do Army Values support the concept of <i>Stewards of the Profession?</i>” • “How does stewardship enhance Esprit de Corps within the Army?” • “What moral principles on this slide were demonstrated by the civilian in the ‘Mission Critical’ video case study? Explain.” <p>(Transition) Say to the group:</p> <p>“Let us examine the moral principles of Stewards of the Army Profession through a video.”</p>	<p>Stewards of the Army Profession – Committed Professionals</p> <ul style="list-style-type: none"> • 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 Army Profession, reinforcing our bond of trust with each other and the American people  <p><small>Ref: ADPP 1, Figure 2.4 Video Case Study - CAPE Website http://www.army.mil</small></p> <p style="text-align: right;"><small>13</small></p>

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE


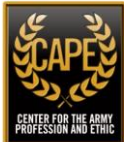
AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

<p>Facilitator Note: This video allows the training session participants to apply their knowledge of the Steward of the Army Profession role and principles in a professional context through a facilitated discussion.</p> <p>Facilitator Action: - View the video “Stewardship of the Army Profession” (1:00). - Facilitate a brief discussion using the following questions:</p> <ul style="list-style-type: none"> • “Do you feel the examples of how Army Civilians can demonstrate good stewardship are accurate? Explain.” • “Do you feel it is equally important for Army Civilians and Soldiers to be good Stewards of the Profession? Why?” • “How do you as an Army Civilian demonstrate good Stewardship?” 	
<p>Slide 14 Slide talking points: The Army Ethic motivates and inspires our shared <i>identity</i> as <i>Trusted Army Professionals, Honorably Serving</i> the American people, providing <i>Military Expertise</i> in our role as <i>Army Experts</i> in defense of the nation, and guiding the profession now and for the future through faithful <i>Stewardship</i> of the people and resources entrusted to our care. Living by the Army Ethic is our way of life. It requires life-long professional development in <i>character, competence, and commitment</i>. This quest is a duty consistent with our shared identity.</p> <p>Ask your group: Facilitate a brief discussion using the following question:</p> <ul style="list-style-type: none"> • “How does living up to these expectations develop Trust in the Army’s internal relationships among Army Professionals? Among leaders and subordinates?” • “How does living up to these expectations support Mission Command?” • “What expectations are there for veterans of honorable service and Army retirees? How do today’s leaders prepare Army Civilians for that responsibility? What examples of contributions are “Soldiers for Life” making to today’s Army?” <p>Transition/Say to the group: “To conclude, let’s review our learning outcomes.”</p>	<p style="text-align: center;">Expectations for Army Professionals</p> <ul style="list-style-type: none"> • Seek to discover the truth, decide what is right (ethical, effective, efficient), demonstrate the <i>character, competence, and commitment</i> to act accordingly. • Contribute honorable service in the conduct of the mission, performance of duty, and all aspects of life. • Stand Strong as stewards in maintaining the Army Profession by upholding the Army Ethic—prevent misconduct and do what is right to stop unethical practices.  <p style="font-size: small;">REF: ADP 1-10.14 14</p>

Alternative Lesson Plan - Civilian

WHY AND HOW WE SERVE

AMERICA’S ARMY – OUR PROFESSION (AAOP): LIVING THE ARMY ETHIC THEME

<p><u>Slide 15</u></p> <p>Facilitator Action:</p> <p>-Review learning outcomes. Ask additional questions as necessary as a check on learning. Here are some examples:</p> <ul style="list-style-type: none">• “Who benefits from Army Professionals living by and upholding the Army Ethic?”• “Whose responsibility is it to strengthen the Army culture of Trust? In what ways does ‘how we serve’ develop Trust?”• “Describe a moral principle that supports being Honorable Servants to Our Nation.”• “What Army Values are supported by the actions of Stewards of our Profession?” <p>-Reflect on learning. Ask your group the following questions.</p> <ul style="list-style-type: none">• “What did you learn from listening to the reactions and reflections of Army Professionals?”• “What do you think about what you have learned today?”• “How can you incorporate these lessons into your life-long learning as an Army Professional?”	<p>Learning Outcomes Review</p> <ul style="list-style-type: none">• Develop an understanding of the Army Ethic and its relation to <i>Why We Serve</i>.• Develop an understanding of the Army Profession’s shared identity, roles, and moral principles – <i>How We Serve</i>.• Explain why living the Army Ethic is important to develop mutual trust, internally and externally.• Apply the Army Ethic to the decisions and actions of Trusted Army Professionals. <p><small>Ref: All Info Paper Objectives 15</small></p>
<p><u>Slide 16</u></p> <p>Ask your participants to provide feedback by saying: Army Professionals work to continuously improve both themselves and their Profession. Providing feedback that promotes our learning environment is part of being a Steward of the Profession.</p> <ul style="list-style-type: none">• This Quick Reference Code can be smart-phone-scanned, to provide feedback on this America’s Army – Our Profession learning session.• Alternatively, the link below the Code can be used to provide feedback on this America’s Army – Our Profession learning session.• Please take the time to help enhance Our Profession. <p>Facilitator Action: Instructor Feedback is encouraged - take a minute and provide us with your comments at the same link provided to participants.</p>	<p>Your feedback is important for Strengthening the Army Profession!!</p>  <p>This Quick Reference Code can be smart-phone-scanned, or the link below it can be used to provide feedback on this America’s Army – Our Profession learning session.</p> <p>http://cape.army.mil/aaopfeedback.html</p> <p><small>16</small></p>
<p><u>Slide 17</u></p> <p>For more information and to support professional development, visit http://cape.army.mil.</p> <p>End Page</p>	<p>Visit us at http://cape.army.mil</p>  <p>Products and Materials for Development as Army Professionals</p> <p><small>17</small></p>