

## Lesson Plan

### THE ARMY PROFESSION OVERVIEW AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

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1. OVERVIEW. This lesson plan provides resources and guidance to help you prepare and conduct a professional development education and training session providing an overview of the Army Profession doctrine, concepts and terms. Please complete this Army Profession Overview lesson before using the America's Army – Our Profession quarterly theme training support packages (see slide 20) in order to introduce professionals to the new terms and concepts contained within. The *America's Army – Our Profession* quarterly theme training support packages are designed to support organizational professional development sessions using the case study method to promote and socialize Army Profession terms and concepts. The video case study exercises provided are called CaseEXs. Each CaseEX is an Army professional's story combined with supplemental questions and reflective practice designed to guide a rich group discussion on how the story relates to the Army Profession and how it can affect an Army professional's future decisions and behavior.

**Remember that the learning occurs during facilitated DISCUSSION.**

2. BACKGROUND. The CSA approved the *America's Army – Our Profession* Education and Training program to support the development of a widely understood, accepted, and internalized meaning of the Army Profession and Ethic. The intent is for all members of the profession to be aware of and understand the Army Profession doctrine and concepts, to participate in an ongoing dialogue about the profession and to conduct themselves in a manner worthy of their professional status.
3. LEARNING OUTCOMES.
  - a. Army professionals receive, discuss, and reflect on the concepts and terms contained within ADRP 1, *The Army Profession (Initial Draft)*, focusing on the five essential characteristics and three criteria for certification as an Army professional.
  - b. Army professionals promote the socialization of the Army Profession, integrating critical concepts from ADRP 1 (Initial Draft) into their organizational culture, professional development dialogues, and reflection.
4. TRAINING REFERENCES.
  - a. *Army Doctrinal Publication (ADP 1): The Army*, Chapter 2
  - b. *Army Doctrinal Reference Publication (ADRP 1): The Army Profession (Initial Draft)*
  - c. *Army Doctrinal Reference Publication (ADRP) 6-22 Army Leadership*, Chapter 1
  - d. *Army Profession Pamphlet*: Downloadable pdf on the Army Profession available at <http://cape.army.mil>.
  - e. *CAPE Public Website*: <http://cape.army.mil>.

5. ADDITIONAL INSTRUCTOR RESOURCES.

- a. *Facilitator Toolkit*: Additional videos and techniques to help a trainer become a more effective facilitator (CAPE Public Website: <http://cape.army.mil>).

6. GUIDANCE.

Prepare.

- Locate your training site and determine if it has internet capability. If there is internet capability at your training site, present and facilitate the session on-line. If there is no internet capability, you can download the entire Army Profession Overview training support package.
- Review for familiarization the Army doctrine on the Army Profession concepts (ADP1 *The Army*, Chapter 2 and ADRP 1 *The Army Profession (Initial Draft)*)
- Review for familiarization the Army doctrine in ADRP 6-22 *Army Leadership*, Chapter 1.
- Review the material on the CAPE web site on reflective practice and how-to effectively facilitate a small group development session.
- Print this lesson plan and student handouts.
- Review the associated CaseEXs and print their facilitator cards.
- Rehearse your role in the education and training session as a facilitator.

Conduct.

- Distribute student handouts.
- Present the online learning package and give talking points with associated slides as you progress through the presentation.
- Get your group involved by facilitating the discussion with the questions provided.
- Lead your group in a reflective practice exercise to answer the following questions:
  - What? (What learning concerning the Army Profession and Army professionals occurred during the education and training session?)
  - So what? (Why does it matter?)
  - Now what? (How will I use this information/new knowledge and apply it to my situation/unit/organization?)

Follow up.

- Seek and leverage future opportunities to continue the discussion of the Army Profession within your organization.


7. TRAINING AIDS.

- a. Army Profession Overview Training Support Package for *America's Army – Our Profession*
- b. A/V equipment, computer, as required
- c. White board, poster board, and markers to list ideas
- d. *Participant Handout*: Material to support the lesson
- e. *Facilitator note cards*: Material to support facilitated discussions of video case exercises

8. CONDUCT OF LESSON. Lesson Timeline:

Min	Activity
02	Introduction/Goals
03	Present the definition of “The Army Profession”
10	Army Profession Overview video & brief discussion (7:55)
05	Facilitated discussion, “What does it mean for the Army to be a profession?”
03	Present the five essential characteristics of the profession
04	CSA on the profession video & brief discussion (1:00)
06	Facilitated discussion of trust
05	Facilitated discussion of honorable service
05	Facilitated discussion of military expertise
05	Facilitated discussion of esprit de corps
05	Facilitated discussion of stewardship
03	Present the “way ahead” for <i>America’s Army – Our Profession</i>
04	Summary / Conclusion
<b>60</b>	<b>Total Minutes</b>

9. SLIDES.

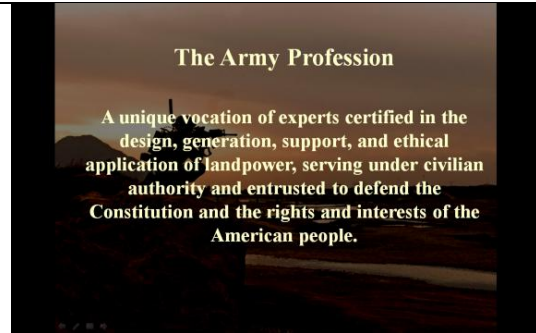
<p><u>Slide 1</u> <b>Title Page</b> <b>Slide talking points:</b> “We are going to talk about the Army, our Profession. I intend this to be an open discussion where we can express ideas and learn from one another – and I will include in our discussion new doctrine about the Army Profession.”</p>	
<p><u>Slide 2</u> <b>Slide talking points:</b> These are goals for our discussions today. For the first time in its history, the Army has produced comprehensive doctrine discussing its role and responsibilities as a <i>Profession</i>, and those of its members as <i>Professionals</i>. These ideas and concepts are captured in newly updated Army Doctrine Publication 1 (ADP 1, Chapter 2), <i>The Army</i>, and newly created Army Doctrine Reference Publication 1 (ADRP 1) <i>The Army Profession (Initial Draft)</i>, as well as Army Doctrine Reference Publication 6-22 (ADRP 6-22) <i>Army Leadership</i>.</p>	<p><b>LEARNING OUTCOMES.</b> <b>Recognize and be able to discuss:</b> <i>Army professionals:</i></p> <ul style="list-style-type: none"> <li>• Receive, discuss, and reflect on the concepts and terms contained within ADRP 1, focusing on the Five Essential Characteristics and the Three Criteria for Certification as an Army professional.</li> <li>• Promote the socialization of the Army Profession, infusing critical concepts from ADRP 1 into their organizational culture, developmental dialogues, and reflection.</li> </ul>

Slide 3

**Facilitator Action:** Have someone in the group read the definition: *“The Army Profession: a unique vocation of experts certified in the design, generation, support, and ethical application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people.”*

**Slide talking points:** This is the definition from the new doctrine ADRP 1, *The Army Profession (Initial Draft)*.

**Facilitator Action:** In order to generate discussion, ask the group about parts of the definition:  
**“What does it mean to be a ‘vocation’?”** (a calling; more than just a job - a desire to serve, etc.)  
**“What does it mean to be ‘certified’?”** (tested to standard, promotion, acquisition of an MOS, etc.)  
**“What does ‘ethical application’ mean?”** (application in accordance with the Army Ethic, Army Values, laws, regulations, doing the right thing with regard to how Army professionals should act, etc.)  
**“What does it mean to be ‘entrusted to defend’?”** (having the trust of the American people, serving to safeguard America’s interests, etc.)



Slide 4

**Facilitator Action:** **CLICK ON ARROW TO PLAY VIDEO.** This video explains the importance of the Army Profession and the five essential characteristics of the Army Profession.

**Facilitator Action:** Ask the group – “What does it mean to be an Army professional?” as you advance the slide. Encourage everyone to express his or her point of view, informed by the video.

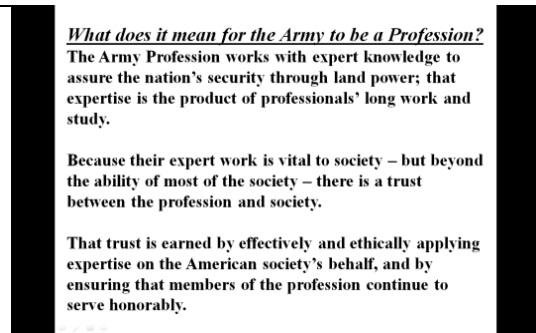


Slide 5

**Facilitator Action:** Ask the group “What does it mean for the Army to be a profession?” Get their reactions to each statement on the slide.

**During or after the discussion bring out the following slide talking points:**

1. Professions provide a unique and vital service to the society served, one it cannot provide for itself; thus, a deeply moral trust relationship exists between the profession and society
2. Professions serve society through the



application of expert knowledge and practice. They create knowledge and apply their expertise in new, often unexpected ways, striving for effectiveness

3. Professions earn society’s trust through the effective and ethical application of their expertise under a widely understood ethic
4. Professions are granted significant autonomy to practice their service on behalf of the society

Slide 6  
**Slide talking points:** The Army will only be and perform as a profession when all five essential characteristics are present in its culture, in its professionals and their units, and in its external relationships. These are Military Expertise, Honorable Service, Esprit de Corps, Stewardship of the Profession, and, “the bedrock of the profession,” Trust.

Slide 7  
**Facilitator Action: CLICK ON ARROW TO PLAY VIDEO.** This video features CSA GEN Odierno. The Chief of Staff of the Army explains the importance of Trust to the Army Profession.

Slide 8  
**Slide talking points:** Ask the group – “What is *Trust* and why is it an essential characteristic?” as you advance the slide. Encourage everyone to express his or her point of view, informed by the video.


Slide 9  
**Slide talking points:** Trust is essential to the profession – **Trust is the bedrock upon which we develop our relationship with the American people** and is a vital element in each of the other characteristics. Without trust, the Army Profession cannot succeed. That necessary trust is:

- between Army professionals (Soldiers and Army Civilians)
- between leaders and Army professionals
- between professionals, their families, and the

**Trust – the bedrock of the relationship between the Army Profession and the American people – is vital to the profession. To succeed the profession sustains and develops trust:**

- Between Army professionals (Soldiers and Army Civilians )
- Between Leaders, Soldiers and Civilians
- Between Members, their Families and the Army
- Between the Army and the American people



<p>Army</p> <ul style="list-style-type: none"> <li>– between the Army and the American people</li> </ul> <p><b>Facilitator Action:</b> In order to generate discussion, ask the group to give their reactions to the statements on the slide.</p>	
<p><u>Slide 10</u></p> <p><b>Facilitator Action:</b> Ask the group – “What is <i>Military Expertise</i> and why is it an essential characteristic?”</p>	
<p><u>Slide 11</u></p> <p><b>Slide talking points:</b> <i>Military Expertise</i> comprises that expert knowledge the society depends upon but cannot provide for itself. ADRP 1, <i>The Army Profession (Initial Draft)</i>, recognizes four categories (military-technical, cultural-political, moral-ethical, and human development). Expertise in these categories is required for the effective and ethical design, generation, support, and application of landpower. [See also the definition and discussion on leader <i>expertise</i> in ADRP 6-22 <i>Army Leadership</i>].</p> <p><b>Facilitator Action:</b> In order to generate discussion, ask the group to give their reactions to the categories of expert knowledge on the slide.</p>	<p><b>Military Expertise</b> comprises that expert knowledge society depends upon but cannot provide for itself. ADP 1, <i>The Army</i>, recognizes four categories of expert knowledge:</p> <ul style="list-style-type: none"> <li>– <b>Military-Technical:</b> how the Army applies landpower to accomplish the mission</li> <li>– <b>Moral-Ethical:</b> how the Army accomplishes the mission in the right way</li> <li>– <b>Cultural-Political:</b> how the Army understands and operates in a multi-cultural, complex world</li> <li>– <b>Human Development:</b> how the Army recruits, develops, and inspires Army professionals</li> </ul>
<p><u>Slide 12</u></p> <p><b>Facilitator Action:</b> Ask the group in order to generate discussion – “What is <i>Honorable Service</i> and why is it an essential characteristic?”</p> <p><b>During or after the discussion bring out the following slide talking points:</b> As Army professionals, we live a tradition of <i>honorable service</i>, devoted to duty in the defense of the nation, consistent with the Army Values and the Army Ethic. As a minimum, the Army Values of <i>Honor</i> and <i>Integrity</i> should be discussed in relation to <i>Honorable Service</i>. Every Army professional is bound by his or her honor and oath to support and defend the Constitution of the United States – and to obey the orders of officers appointed over them and to obey US laws, regulations, and the Uniform Code of Military Justice.</p>	

**Facilitator Action:** Review the oaths of enlistment and oaths of office for Soldiers, Officers, and Army Civilians (ADRP1, Appendix B, or Army Profession Pamphlet).

**Slide 13**  
**Facilitator Action:** Read GEN Rodriquez’s quote to the group and ask them to write down, briefly, how their service affects the nation – the American people. After everyone has written down their reply, share and discuss the responses.

**During or after the discussion bring out the following slide talking points:** *Honorable service* is the heart of the Army Ethic, which defines what it means to serve honorably in our profession. Our professional responsibility is to strengthen our honorable service by living the Army Values daily.

*Service to your Nation is an individual choice, to be part of something greater than yourself. Service to the Nation is not limited to a position you hold, an office you occupy, or an organization in which you are a member. Service to the Nation is a sense of belonging, an aspiration to help, a desire to make your community, town, state, or country better.*

- General David M. Rodriquez

**Slide 14**  
**Facilitator Action:** Ask the group – “What is *Esprit de Corps* and why is it an essential characteristic?”

**During or after the discussion bring out the following Slide talking points:** *Esprit de Corps* is the winning spirit within the Army Profession, embedded in the culture, sustained by traditions and customs, fostering cohesive and confident units with the courage to persevere.

- To persevere and win, amid the adversity inherent in our work requires spirited, dedicated professionals who are bonded together by a common purpose to serve the Nation.
- We share a deep respect for our history and tradition, and are committed to each other as well as to the highest standards of individual and collective excellence.
- We are bonded together by mutual trust, shared understanding, and commitment to the Army Ethic.




**Slide 15**  
**Slide talking points:** To understand why *esprit de corps* is essential, consider GEN Marshall’s quote:

*The Soldier’s heart, the Soldier’s spirit, the Soldier’s soul are everything. Unless the Soldier’s soul sustains him, he cannot be relied on and will fail himself and his country in the end.*  
- General of the Army George C. Marshall

**Ask the group –** “In your organization, how vital is the spirit of the Army professional?” Get feedback

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- General of the Army George C. Marshall

<p>and discuss.</p>	
<p><u>Slide 16</u>  <b>Facilitator Action:</b> Ask the group – “What is <i>Stewardship</i> and why is it an essential characteristic?”</p>	
<p><u>Slide 17</u>  <b>Slide talking points:</b> <i>Stewardship</i> of the Army Profession is about our special responsibilities to the Army Profession and to the American people.</p> <ul style="list-style-type: none"> <li>• As Stewards, Army professionals: <ul style="list-style-type: none"> <li>○ Are responsible and duty-bound to not only complete today’s mission, but also those of the future.</li> <li>○ Must ensure our profession is always capable of fulfilling whatever missions our Nation gives us.</li> <li>○ Have the responsibility to ensure, through stewardship, the present and future effectiveness of the profession</li> </ul> </li> </ul> <p><b>Ask the group</b> – “How are you acting as a steward in your organization?” Suggest some ways to improve stewardship in your organization.</p>	<p><b>Stewardship of the profession is the Army professional’s commitment to preserving the value of the Army by making these essential characteristics effective elements of every day through their actions and by their moral upholding of the Army’s earned trust.</b></p> <p><i>Each professional Soldier “is a steward of the future of the Army profession.”</i>  - General Martin E. Dempsey</p>
<p><u>Slide 18</u>  <b>Slide talking points:</b> An <b><i>Army Professional</i></b>-, uniformed or civilian, is an expert certified within the profession through their competence, character, and commitment, bonded with comrades in a shared identity and culture of sacrifice and service to the Nation, one who stewards the future of the Profession while adhering to the Army’s Ethic (ADRP 1 (INITIAL DRAFT)).</p>	<p><b><u>What does it mean to be an Army professional?</u></b>  <b>An Army professional, uniformed or civilian:</b></p> <ul style="list-style-type: none"> <li>• is an expert certified within the profession, consistently demonstrating competence, character, and commitment</li> <li>• is bonded with comrades in a shared identity and culture of sacrifice and service to the Nation</li> <li>• stewards the future of the Profession</li> <li>• adheres to the Army’s Ethic</li> </ul>



Slide 19

**Facilitator Action:** Ask the group – “When did you become an Army professional?”

**Slide talking points:**

- Each volunteer becomes a member of the Army Profession upon taking their initial entry oath, at which point they are recognized as aspiring Army professionals.
- Members become Army professionals upon completing their initial certification, such as AIT, WOBC, or BOLC-B.
- Army professionals are then progressively certified for additional responsibilities, knowledge, and skills.
- Army professionals transition to become Veterans of honorable service and Retirees, and are then considered non-practicing members of the profession.



**For further reference to support discussion:** People *are* the Army: Army professionals serve both in the “Profession of Arms,” as uniformed members of the Army, and in the “Army Civilian Corps,” as Department of the Army Civilians. The doctrine of the Army recognizes the expert contributions of Civilian professionals to the successful completion of the Army’s missions. Department of the Army (DA) Civilians Corps includes professionals who design, generate and support the ethical application of landpower in service to the nation. Over the past decade of continuous conflict, Army Civilians have assumed many of the services and jobs previously performed by uniformed personnel. Note: Army contractors, hired under contractual terms for specific tasks of a specific duration, provide essential skills that allow Army professionals to focus on their primary mission. they are NOT members of the Army Profession.

Slide 20

**Slide talking points:** *America’s Army – Our Profession* education and training program is a continuing endeavor to inculcate Army professional identity and behavior in future generations of Army professionals.

**Outcome:** All members of the profession:

- Are aware and understand the Army Profession doctrine and concepts
- Participate in an ongoing dialogue about the profession
- Conduct themselves in a manner worthy of their professional status

**America’s Army – Our Profession**  
Education and Training Program (CY13)

Quarterly Themes			
Standards and Discipline	Customs, Courtesies, Traditions	Military Expertise	Trust



1. Understand the Army Profession doctrine and concepts
2. Continue and promote the dialogue about the profession
3. Conduct ourselves in a manner worthy of our professional status

**Each unit or organization is expected to conduct an education and training program per these quarterly themes:**

1st Quarter 2013. The *Standards and Discipline* theme reinforces an understanding of the positive nature of Army discipline, the value of upholding Army standards, and recommits to the professional

excellence that is the hallmark of our Army.

2nd Quarter 2013. The *Army Customs, Courtesies & Traditions* theme discusses the critical relationship ceremony and heritage has with esprit de corps and recommends emphasizing key events in the organizational calendar as significant professional moments.

3rd Quarter 2013. The *Military Expertise – Certified Army Professionals* theme explains the importance of continually developing expert knowledge and practice and the concepts of professional certification through demonstrated competence, character, and commitment.

4th Quarter 2013. The *Trust* theme focuses on how Army professionals sustain and develop our “bedrock of trust” with the American people and among Army professionals through steadfast adherence to the Army Values and ethic.

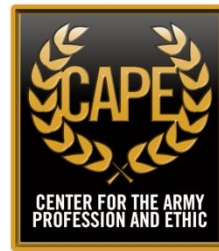
**TRADOC and CAPE are prepared to support your organizational needs with Master Army Profession and Ethic Trainer (MAPET) course and Army Profession seminar support.**

Slide 21

For more information and support for professional development, visit <http://cape.army.mil>.

*End Page*

Visit us at <http://cape.army.mil>



#### 10. TRAINING & EDUCATION SUMMARY / CONCLUSION.

##### **Facilitator Action: Check on Learning and Promoting Reflective Practice**

Determine if group members have gained familiarity with the material discussed by soliciting questions and explanations. **ASK** the participants questions and correct misunderstandings.

##### Learning

Q – What do you think, about what you learned?

Q – How do you feel about what you learned?

Q – What did you learn from listening to the reactions and reflections of other Army Professionals?

##### Reflection

Q – What will you do with your new information?

Q – What are the future implications of this decision, or of this experience?

Q – How can you integrate what you have learned into your own organization?

##### **Facilitator Action:**

**Feedback is encouraged - take a minute and provide us with your comments at <http://cape.army.mil>**

**Additional education and training material is available to you at <http://cape.army.mil>.**