



HONORABLE SERVICE & STEWARDSHIP

SENIOR LEADER GUIDE



AMERICA'S ARMY OUR PROFESSION



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RESEARCH FACT SHEET

Responses from the Force*

"What do you recommend Senior Army Leaders do to improve Stewardship with the Army Profession?"

Improve Communication about Stewardship:

- ✓ "Define [stewardship] and ensure leaders in the Army know it is important."
- ✓ "No one in my unit has heard of stewardship."

Teach and Learn the Responsibilities of Stewardship:

- ✓ "Teach all Soldiers what it means to be a steward of the Army Profession and teach them how to be one."

Improve Stewardship of Resources:

- ✓ "Ensure Army resources—time, money, personnel—are being utilized for the most important tasks."
- ✓ "Adopt a cost culture by rewarding organizations that are able to operate under budget."

Improve Accountability:

- ✓ "Hold Soldiers accountable."

Lead by Example:

- ✓ "Stewardship can best be improved by setting good examples."
- ✓ "Leadership by example with regard to TDY trips."

Back to Basics:

- ✓ "Teach our young Soldiers Army history. Make them proud of our heritage."

Avoid Micromanagement:

- ✓ "Empower subordinates to make more decisions based on Stewardship."

**Almost 9,000 recommendations were provided which fell into these common categories. The quotations are illustrative responses of each category.*

Army Profession Survey II: Stewardship of the Army Profession

Army Professionals have a responsibility to continuously enhance the State of the Profession. Thus, the Army Profession Survey II, sent to over 225,000 Army Professionals in all components (including WG and GS Department of the Army Civilians) in November 2011, began by asking the degree to which Army Professionals understand their roles as "Stewards," receive command support, and accept their responsibilities. This section included a free response question: "What do you recommend that Senior Army Leaders do to improve Stewardship with the Army Profession?" Over 20,000 responded to the Survey, and this Fact Sheet provides key information from the Survey that Army Leaders can use to inform decisions and guide discussion within their units on the Army Profession and Ethic.

Summary Findings

- Army Professionals (95%) see themselves as Stewards of the Army Profession; and they take this responsibility seriously.
- Essentially all (96%) positively embrace their identity as Stewards of the Army Profession.
- A clear majority (82%) are positive that they are supported by their units and peers in their roles as Stewards.
- Over 96% of Army Professionals believe that it is their duty as a Steward of the Army Profession to "develop in competence, character, and commitment."
- Over 93% of Army Professionals surveyed agree that "stewardship of our resources is of great importance to me."
- These results were consistent within gender, among the components, and within the cohorts: this means that a person's response could not be predicted based on gender, component, or cohort.

Discussion Points

- What does Stewardship mean to you and your unit?
- What are some ways that members of your unit can be good stewards of the Army's resources (including personnel, training time, supplies, etc.)?
- Does this chain of command support the responsibilities that Army Professionals have as Stewards?
- Is Stewardship of the Army Profession one of your (your unit's) top priorities? Should it be?
- Address/discuss some of the comments in the left column with your unit.

AMERICA'S ARMY – OUR PROFESSION

HONORABLE SERVICE & STEWARDSHIP

Notes

- The FY14 *America's Army - Our Profession*, "Stand Strong" Program provides general support for several of the Secretary of the Army's top priorities, and it directly supports his goal to "Ensure personal accountability on and off the battlefield." The program is in direct support of the Army Chief of Staff's strategic priority to develop Soldiers and Army Civilians who are "committed to our Army Profession." As announced in ALARACT 243/2013, the "Stand Strong" program is in direct support of Army Campaign Plan Major Objective 4-8, Institutionalize the Army Profession and HQDA EXORD 110-13, Ready and Resilient Campaign Plan, Line of Effort 3, Strengthen Army Professionals.
 - The intent for the FY14 *America's Army - Our Profession*, "Stand Strong" Program is to develop a shared professional identity, motivate ethical conduct, and drive character development for Soldiers and Army Civilians.
- The program reinforces *Trust* among Army Professionals and with the American people, inspires *Honorable Service*, strengthens *Stewardship of the Army Profession*, and enhances *Esprit de Corps*.
- *Honorable Service—Our Noble Calling to Serve the Nation*—is an essential characteristic of the Army Profession; it is devotion to duty and defending the American people in a manner consistent with the Army Ethic and Army Values. Army Professionals live by Army Values in the conduct of the Mission and performance of duty, with discipline and to standard.
 - *Stewardship of the Army Profession—Caring for Soldiers, Army Civilians, and Resources*—is the responsibility of all Army Professionals. We develop our subordinates, peers, and leaders in competence, character, and commitment through our willingness to offer and accept coaching, counseling, and mentoring. At the same time, we safeguard and maintain our property (equipment, facilities, and installations).

Renew the foundation of our Army's strength by daily living the Values of our Profession and exhibiting the character, competence, and commitment that are hallmarks of an Army Professional.

- CSA GEN Ray Odierno (CSA's Priorities)

Top-Line Messages

- This is *America's Army - Our Profession*: meeting the needs of the Nation, built on shared values, established standards, and mutual trust. The Army Profession sustains and strengthens the Nation's trust and confidence in America's Army.
 - The Essential Characteristics of our Army Profession—*Military Expertise, Honorable Service, Esprit de Corps, Stewardship*, all built on the foundation of *Trust*—strengthen the force through periods of transition, reinforce our identity, and provide the critical foundation for the Army of 2020.
 - All members of the Army Profession "Stand Strong" to reinforce *Trust*, inspire *Honorable Service* and ethical conduct, strengthen *Stewardship*, and enhance *Esprit de Corps*.
- current and future generations of Army Professionals. We must do right by our battle buddy/colleague, unit/organization, and Nation.
- The Army Profession demands that every Soldier, Army Civilian, and Family member "Stand Strong" by taking personal responsibility for their own behavior, for confronting unacceptable conduct, and for resolving any incident that demeans an individual's dignity and respect.
 - The Army is committed to inspire *Honorable Service* in ethical conduct of the Mission and in performance of duty, with discipline and to standard.
 - The Army is committed to strengthen understanding of and dedication to *Stewardship of the Army Profession*.
 - The Army is committed to enhance *Esprit de Corps*, the "Winning Spirit" within the Army Profession; embedded within our culture; sustained by customs, courtesies, and traditions; and fostering ready and resilient units and organizations with the courage to persevere.

Talking Points

- Stand Strong is an FY14 Army Profession program intended to inculcate our professional identity and behavior in

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FREQUENTLY ASKED QUESTIONS

What is the America's Army - Our Profession "Stand Strong" Program?

It is an FY14 program to develop a shared professional identity, inspire ethical conduct, and drive character development of Army Professionals. As Army Professionals, we "Stand Strong" to conduct ourselves and hold each other accountable in a manner consistent with the Army Ethic and worthy of our professional status. The program reinforces *Trust* among Army Professionals and with the American people, inspires *Honorable Service*, strengthens *Stewardship of the Army Profession*, and enhances *Esprit de Corps*.

What are the focus areas for Honorable Service and Stewardship?

Honorable Service—Our Noble Calling to Serve the Nation—is an essential characteristic of the Army Profession, demonstrated by devotion to duty and defending the American people in a manner consistent with the Army Ethic. Army Professionals live by Army Values in conduct of the mission and performance of duty, with discipline and to standard. *Stewardship of the Army Profession—Caring for Soldiers, Army Civilians, Army Families, and Resources*—is the responsibility of all Army Professionals. Through *Stewardship* we strengthen the Army Profession and the institutional Army, now and for the future.

Will there be an opportunity for subject matter experts to train our unit/organization personnel?

During FY14, CAPE personnel will travel to Army installations throughout the world to provide Army Profession (AP) Seminars. AP Seminars engage participants in a discussion about Army Profession doctrine and the responsibilities of being an Army Professional. These seminars are also designed to exhibit the web-based training and education resources CAPE offers and to demonstrate suggested techniques for facilitating unit and organization Army Profession leader development sessions that can be customized based on unit assessment and available time.

How can leaders help with this effort?

Leaders can express the "Stand Strong" message and integrate Army Profession doctrine and concepts in the conduct of education, training, and operations (e.g., PME/CES, AR 350-1, and ADP 3-0). They can recognize exemplary Soldiers and Army Civilians who "Stand Strong" by upholding the Army Ethic and Army Values and who demonstrate their leadership through non-tolerance of misconduct and unethical practices.

They can encourage Army Professionals to publish articles on the "Stand Strong" themes in periodicals and professional journals. Leaders can also request an AP Seminar.

Are Army Civilians included in America's Army - Our Profession "Stand Strong" Program?

Yes, the Army Civilians Corps is a vital component of the Army Profession. Materials will be tailored to specifically address the importance of Army Civilians and how they contribute to the Army Profession.

WHAT YOU CAN DO!

Read Army Doctrine Reference Publication (ADRP) 1, The Army Profession.

ADRP 1 defines and doctrinally describes the Army Profession and the Army Ethic. It identifies the two mutually supportive communities of practice of the profession: the Profession of Arms and the Army Civilian Corps. ADRP 1 establishes the five essential characteristics of the Army Profession: *Military Expertise, Honorable Service, Trust, Esprit de Corps, and Stewardship of the Profession*. It also defines membership and certification of Army Professionals in competence, character, and commitment.

Use the training support products that are available.

The *America's Army - Our Profession "Stand Strong"* Program website will be managed by the Center for the Army Profession and Ethic at <http://CAPE.ARMY.MIL>. Army Professionals can download professional development curriculum, videos, posters, doctrine, suggested readings, pamphlets, and brochures. Print products are downloadable in print-ready format for local print shop reproduction.

How can I get involved?

As stewards of our Army Profession, all of us have a responsibility to understand the Army Profession doctrine and materials. You can request an AP seminar for your unit/organization. You can also participate in, forums, professional development sessions, professional writing, dialog with subordinates, peers, and leaders, and send comments, recommendations and "best practices" to CAPE. Focus on inculcating the doctrine and concepts of the Army Profession in your unit or organization. Visit the CAPE website at <http://CAPE.ARMY.MIL> for more information.