



September 2014



AMERICA'S ARMY
OUR PROFESSION

<http://CAPE.ARMY.MIL>



America's Army – Our Profession

LIVING THE ARMY ETHIC

The Army conducts the FY15-16 *America's Army – Our Profession*, "Living the Army Ethic" Program to reinforce Trust, inspire Honorable Service, strengthen our commitment to ethical, effective, and efficient Stewardship of the Army Profession, and enhance our Esprit de Corps.

FY15-16 Focus

Why We Serve

- Love of Country-Family
- Preserve the Peace-Prevent, Shape, Win
- Defend the American People and values

How We Serve

- Ethically-Army Ethic-With Character
- Effectively-Teamwork-With Competence
- Efficiently-Stewardship-With Commitment

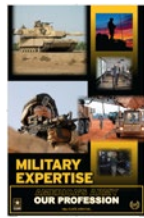
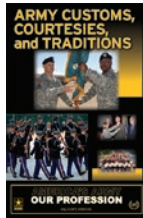
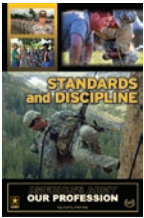


If you have any suggestions or questions
please contact CAPE at (845) 938-0467,
CAPE@usma.edu, or visit <http://CAPE.ARMY.MIL>

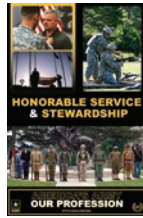
TRAINING AND EDUCATION RESOURCES

As the Army's proponent for the Army Profession, the Army Ethic, and Character Development, CAPE's goal is to make training and education about the Army Profession straightforward and effective without burdening the organization with more tasks or extensive preparation requirements. The diagram below highlights the easy-to-use online resources designed to support your training.

America's Army - Our Profession CY13 Themes



America's Army - Our Profession FY14 Themes



America's Army - Our Profession Education Resources



Videos & Case Studies



Training Support Packages



Doctrine ADP 1



Doctrine ADRP 1



Interactive Video Decision Making Simulators



Brochures

AP Pamphlet

THE ARMY PROFESSION

This pamphlet contains the key concepts and terminology presented in Army Doctrine Reference Publication 1 *The Army Profession*, published in June 2013 which resulted from the 2010–2011 Army Profession campaign of learning and approved by the Commanding General, TRADOC.

This pamphlet is produced by the Center for the Army Profession and Ethic (CAPE).

If you have any suggestions or questions please contact CAPE at CAPE@usma.edu

or

visit <http://CAPE.ARMY.MIL>

September 2014



<http://CAPE.ARMY.MIL>



TABLE OF CONTENTS

Our History	ii
What does it Mean to be a Profession?.....	1
The U.S. Army as a Profession	2
The Army Profession is a Vocation.....	3
Who are Members of the Army Profession?	5
Preserving the Army Profession	6
Essential Characteristics of the Army Profession.....	7
Trust.....	9
Military Expertise	13
Honorable Service.....	15
Esprit de Corps.....	16
Stewardship of the Army Profession.....	18
Professional Certification Process.....	21
Attributes and Competencies for Army Professionals	23
Civil-Military Relations.....	26
Three Foundations of Civil-Military Relations	27
Oaths, Creeds, and Norms of Conduct.....	29
Oath of Office (Army Civilian, Officer/Warrant Officer, and Enlisted)	30
Army Oath of Enlistment.....	30
Army Civilian Corps Creed	31
Soldier's Creed and Warrior Ethos	32
Noncommissioned Officer Creed.....	33
Title 10 U.S. Code Requirement of Exemplary Conduct.....	34
Army Values	35
The Soldier's Rules.....	36
Timeline of the U.S. Army	38

OUR HISTORY

The United States Army (USA) is the largest branch of the United States Armed Forces responsible for land-based military operations. It is the largest and oldest established branch of the U.S. military, and is one of seven U.S. uniformed services. The modern Army has its roots in the Continental Army which was formed on 14 June 1775, to meet the demands of the American Revolutionary War before the establishment of the United States. The Congress of the Confederation officially created the United States Army on 3 June 1784 after the end of the Revolutionary War to replace the disbanded Continental Army.

The primary mission of the Army is “to fight and win our Nation’s wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders.”



The US Army Motto: “This We’ll Defend” was first used by the War Office of the Continental Congress during the American Revolutionary War. “This We’ll Defend” is our simple motto stating our commitment and oath to defend the Constitution of the United States and the citizens therein.

DEPARTMENT OF THE ARMY CIVILIANS



In 1776 the Board of War and Ordnance was established with the responsibility of equipping and dispatching troops; maintaining personnel records and disbursing funds. Five members of the Continental Congress, several clerks and a paid secretary – Richard Peters, the first Army Civilian – comprised the Board. Subsequently the Continental Army hired Civilians for driving, crafts, carpentry, and laborer jobs.

Today Civilians have skills that are crucial to the support of military operations and provide a full complement to the military's occupational specialties.

ARMY NATIONAL GUARD



The National Guard is a unique and essential element of the U.S. military. Founded in 1636 as a citizen force organized to protect families and towns from hostile attacks, today's National Guard Soldiers hold civilian jobs or attend college while maintaining their military training part time, always ready to defend the American way of life in the event of an emergency.

U.S. ARMY RESERVE



The history of America's federal citizen soldier extends back in time to the early years of the Republic. In fact, one of our founding fathers, leader of the Continental Army, and first president, George Washington, presented his concept for a federalized militia in 1783 to a congressional committee created under Alexander Hamilton to investigate and recommend a military establishment. This was the first of a multitude of congressional committees formed to study and investigate the issue of a national militia.



"The Army is a profession because of the expert work it produces, because the people in the Army develop themselves to be professionals, and because the Army certifies them as such. They're not just time servers, they're not government bureaucrats; these are people who are motivated intrinsically by a calling—far more than a job—the desire to serve and defend the Republic. Not just anybody can go out and run a patrol on the streets of Baghdad. So that is what uniquely makes the Army a profession—the effective and ethical application of landpower that the American people trust to defend their security interests."

Dr. Don M. Snider
CAPE Senior Fellow

WHAT DOES IT MEAN TO BE A PROFESSION?

A profession is a trusted, self-policing, and relatively autonomous vocation whose members develop and apply expert knowledge as human expertise to render an essential service to society in a particular field. Typically, a profession has five aspects:

1. Professions provide a unique and vital service to the society served, one it cannot provide itself.
2. Professions provide this service by applying expert knowledge and practice.
3. Professions earn the trust of the society because of effective and ethical application of their expertise.
4. Professions self-regulate; they police the practice of their members to ensure it is effective and ethical. This includes the responsibility for educating and certifying professionals.
5. Professions are therefore granted significant autonomy and discretion in their practice of expertise on behalf of the society.



THE U.S. ARMY AS A PROFESSION

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.

Army Professional: A member of the Army Profession who meets the Army's professional certification criteria of competence, character, and commitment.

The professional responsibilities of a Soldier or Army Civilian include:

- Preserve the trust and confidence of the American people and fellow Army Professionals by sustaining five essential characteristics of the profession (Trust, Military Expertise, Honorable Service, Esprit de Corps, and Stewardship).
- Advance our expert knowledge, skills, and abilities in unified land operations and develop and certify every Army Professional in *competence, character, and commitment*.
- Strengthen our Honorable Service and demonstrate our strength of character by living in accordance with the Army Values and the Army Ethic. These values and principles are the basic moral building blocks of our profession.
- Create and sustain a positive command climate, increase cohesion, and foster pride in our profession's winning spirit through Esprit de Corps.
- Through our Stewardship, ensure the present and future development and effectiveness of the profession's people and resources.



THE ARMY PROFESSION IS A VOCATION

The Army Profession plays a vital role as a partner with the joint community and other government services that dedicate themselves to serving the Nation. We pursue a noble calling and render Honorable Service. We remain remarkably privileged to provide for the common defense of the American people, as we operate to prevent conflict, shape operational environments, and win the Nation's wars.

Army Professionals are individually responsible for developing and maintaining moral character and competence, on and off duty, while following their own personal commitment to work that is more than a job—to a calling to serve in the defense of the Nation. As stewards of this honorable profession, all Army Professionals must not only police themselves but also their fellow professionals.





ARMY MISSION

It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of...

Preserving the peace and security, and providing for the defense, of the United States, the Commonwealths and possessions, and any areas occupied by the United States;

Supporting the national policies;

Implementing the national objectives; and

Overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

Title 10, U.S. Code, Section 3062 (a)

WHO ARE MEMBERS OF THE ARMY PROFESSION?

Volunteers are the cornerstone of our Army. It doesn't matter where you're from—the moment you volunteer, you become a part of the Army Profession...a profession that values hard work, a willingness to learn, the capacity for growth and above all, the courage and integrity to lead.

General (R) Ann E. Dunwoody

TWO COMMUNITIES OF PRACTICE

Profession of Arms: The uniformed members of the Army Profession. This category includes the Regular Army, Army National Guard, and Army Reserve.

Army Civilian Corps: Comprised of the non-uniformed Department of the Army Civilian members of the Army Profession.

When taking their initial entry oath, each volunteer becomes a member of the Army Profession, albeit an aspiring professional or apprentice as they still must be developed and certified in their competence, character, and commitment. The responsibility for each individual's development and certification is a mutual one, shared between the individual and the Army.

Army Professionals seek to obtain certification once they receive additional responsibilities or acquire additional knowledge and skills. The first certification in the sequence, however, is the most critical in that it establishes the individual member for the first time as a practicing professional.

The Army Profession has two broad categories of professionals—uniformed military and nonuniformed members. These professionals comprise two complementary and mutually supporting communities within the Army Profession: The Profession of Arms and the Army Civilian Corps.

PRESERVING THE ARMY PROFESSION

America's Army was founded on 14 June of 1775. Under the new Constitution enacted in 1789, it became a military department of the federal government, a hierarchical bureaucratic institution. Many decades later, by the early 1900s, generations of foresighted Army leaders slowly transformed the Army into the modern professional entity of which we are members today.

The first cohort professionalized by today's standards was the officer corps. It developed a codified body of expert military knowledge in land warfare doctrine, instituted formal programs of career-long military education, and cultivated a unique military culture grounded in the Army Ethic of honorable service to the Nation. Because of these and other such advancements listed above, bonds of trust between the Army and the American people began to grow.

For many years, some believed that only officers were professionals. But in the aftermath of Vietnam, while rebuilding the hollow Army of the 1970s, such status was extended through professional development to warrant officers, noncommissioned officers, and Army Civilians as their vital contributions and value to the profession gained recognition.

The Army as an institution has a dual character. It is both a governmental occupation within a military department organized as a hierarchical bureaucracy and, more recently, recognized collectively as a military profession. These two aspects of the institution—bureaucracy and profession—have very different characteristics, ethics, and ways of behaving. Both aspects are necessary within the variety of organizations and functions within the Army, but overall the challenge is to keep the predominant culture and climate of the Army as that of a military profession.



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



“Trust is the bedrock of our profession. Trust between Soldiers is having complete faith in the person on our right and left, knowing they will be there for us when we need them and demonstrating that we will be there for them. Trust between Soldiers and their leaders means setting the example, empowering subordinates and sustaining standards, discipline and fitness. Trust between Soldiers, their families and the Army means understanding the mission always comes first, the Army always takes care of its own and believing the saying ‘once a Soldier, always a Soldier.’ Finally, there is an unbreakable trust between the Army and the American people. The American people know that we will respond and adapt in a way that is morally and ethically upright and that reflects the values of our country, no matter the circumstance.”

General Raymond T. Odierno
38th Chief of Staff, U.S. Army

Trust – The Bedrock of Our Profession

The American people place special trust and confidence in the Army as a profession that considers service to the Nation its highest priority. Trust is the bedrock of the Army's relationship with the American people. Our professional responsibility is to preserve this earned trust. Our moral obligation is not a product of social trust. It is the source of that social trust. Internal to the Army, individual trustworthiness creates strong bonds among Army Professionals that serve as a vital organizing principle necessary for the Army to function as an effective and ethical profession. The Army's ability to fulfill its strategic roles and discharge its responsibilities to the Nation depends on—

- Trust between Soldiers.
- Trust between Soldiers and Leaders.
- Trust between Soldiers and Army Civilians.
- Trust between Soldiers, their Families, and the Army.
- Trust between the Army and the American people.





The Framework of the Army Ethic

Legal Foundations

(codified)

Moral Foundations

**Army as
Profession***

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****

Legal-Individual

- › Oath of:
 - Enlistment
 - Commission
 - Service
- › U.S. Code – Standards of Exemplary Conduct
- › UCMJ
- › Rules of Engagement
- › Soldier’s Rules

Moral-Individual

- › Universal Norms:
 - Basic Rights
 - Golden Rule
- › Values, Creeds, and Mottos:
 - “Duty, Honor, Country”
 - NCO Creed, Civilian Creed
 - 7 Army Values
 - Soldiers Creed, Warrior Ethos

Notes. *Laws/values/norms for performance of collective institution.

**Laws/values/norms for performance of individual professionals.

TRUST BASED ON ADHERENCE TO THE ARMY ETHIC


Motivated by both the legal and moral foundations of the Army Ethic, the individual Army Professional must adhere to the law of armed conflict, Soldier's Rules, and rules of engagement. However, in situations where the law of armed conflict and rules of engagement fail to provide a clear and discernible course of action, in these situations, Soldiers base their decisions on the moral aspects of the Army Ethic, such as the protection of inalienable rights of all persons—and abide by the Army Values. By doing so, Army Professionals are upholding the moral basis of using lethal force on behalf of the Nation and navigating the complexity and uncertainty of combat in a manner that brings honor to the Nation.

Army leaders are stewards of the profession. They maintain the trust of the American people by guiding the profession's evolution of and adherence to the Army Ethic. They ensure all professionals abide by the accepted values and principles to accomplish their mission.

An ethic is a system of moral standards or principles relating to or affirming a specific group, field, or form of conduct. The Army Ethic is the evolving set of laws, values, and beliefs, deeply embedded within the core of the profession's culture and practiced by its members to motivate and guide the appropriate conduct of individual members bound together in common moral purpose.

"The American Soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties.... The American Soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers."

Omar N. Bradley
General of the Army



"There is nothing so likely to produce peace as to be well prepared to meet an enemy."

George Washington

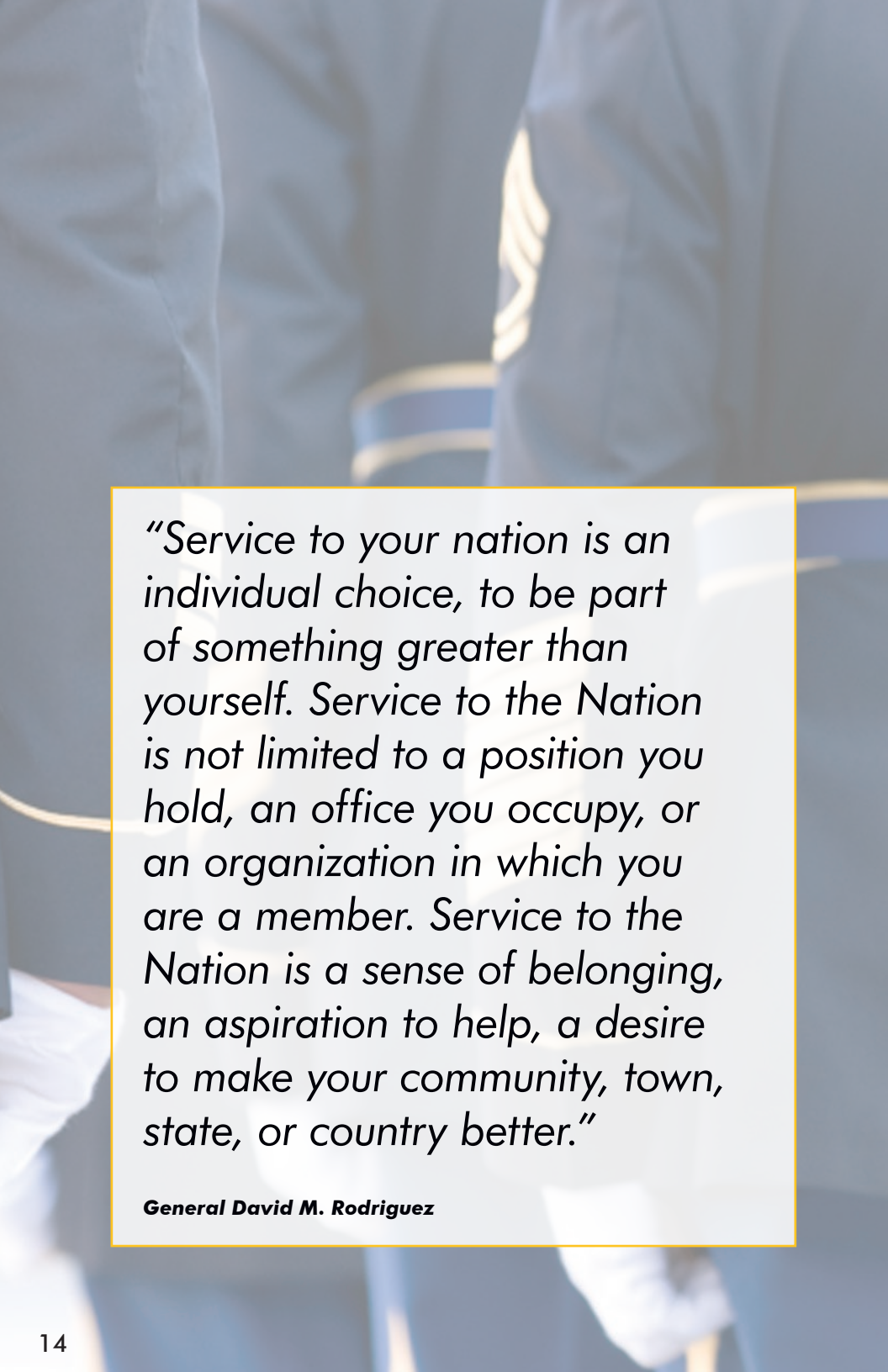
Military Expertise – Our Application of Landpower

Our Military Expertise as a profession is the design, generation, support, and ethical application of landpower. This is our contribution to the defense of our Nation. Our professional responsibility is to continually advance our expert knowledge and skills in landpower and certify every Army Professional. Lifelong learning is required of all Army Professionals.



Army Professionals must continuously develop expertise in each of these four fields:

1. **Military – Technical:** How the Army applies landpower to accomplish the mission.
2. **Moral – Ethical:** How the Army accomplishes the mission in the right way according to the values of the American people.
3. **Political – Cultural:** How the Army understands and operates in a multi-cultural, complex world.
4. **Leader/Human Development:** How the Army recruits, develops, and inspires Army Professionals.



“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. Rodriguez

Honorable Service – Our Noble Calling to Serve the Nation

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 rights and interests of the American people. This is the basis for the Army Ethic which is the core moral framework that defines what it means to serve honorably. Our professional responsibility is to strengthen our honorable service by living the Army Values daily. These values are the basic moral building blocks of our profession.



“If we say and believe we are professionals, then sexual violence of any form and hazing has no place in our Army. I’ve often said that to be a professional, you must possess the three Cs: competence, character, commitment. Hazing another Soldier does not fit any of these. It also doesn’t fit into our Army Values or our Warrior Ethos.”

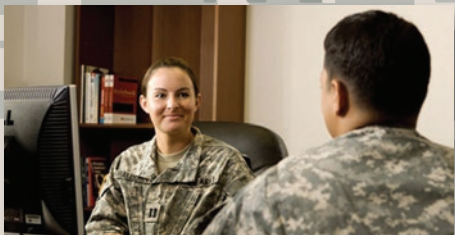
Raymond F. Chandler III
14th Sergeant Major of the Army

Esprit de Corps – Our Winning Spirit

To be successful in all our missions, we must have spirited and dedicated professionals who are committed to high standards of excellence and bonded together in cohesive units and organizations—a professional band of brothers and sisters. Our shared sense of purpose, strong bonds of loyalty and pride, and a never quit resolve enable us to accomplish even the most arduous mission.

The challenges of warfare—a formidable and dangerous enemy, a hostile and uncertain environment, physical and emotional fatigue, separation from loved ones, and attendant stresses—wear on even the most experienced Army Professional. To persevere and prevail in these conditions requires an intangible resilience that is at the core of the Army Ethic and is broadly manifested in the ethos of its units. This is why Esprit de Corps is essential to mission accomplishment.





Stewardship of the Army Profession

Stewardship is the responsibility of Army Professionals to ensure the profession maintains its five essential characteristics now and into the future. We continuously strive for excellence in the performance of duty and to efficiently, effectively, and ethically manage the Army's resources. Stewardship requires that Army Professionals understand their work is more than just a job; it is an office, and even further it is not a physical office; rather it is a moral office. Army Professionals accept this sense of office when sworn in under oath. Swearing or affirming into an office is explicit in the Army Officer and Civilian Oaths (and implied in the Enlisted Oath). These oaths conclude with the language: "...and that I will well and faithfully discharge the duties of the office upon which I am about to enter."



We the People

of the United States, in order to form a more perfect Union, domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

Article 1

Section 1. All legislative Powers herein granted shall be vested in a Congress of the United States, which shall consist of a Senate and House of Representatives.

Section 2. The House of Representatives shall be composed of Members chosen every second Year by the People in each State, shall have Qualifications requisite for Senators of the most numerous Branch of the State Legislature.

No Person shall be a Representative who shall not have attained to the Age of twenty five Years, and seven Years, and who, when elected, shall not, when elected, be an Inhabitant of that State in which he shall be chosen.

Representatives and electors in each State shall have the same Qualifications, which may be included within this Number, which shall be determined by such a Part of the Legislature of that State as may be authorized by the People thereof. The Electors in each State shall have the Qualifications requisite for Electors of the most numerous Branch of the State Legislature.

We the People of the United States,
in Order to form a more perfect
Union, establish Justice, insure
domestic Tranquility, provide for
the common defense, promote the
general Welfare, and secure the
Blessings of Liberty to ourselves
and our Posterity, do ordain and
establish this Constitution for the
United States of America.

Preamble to the United States Constitution

Section 3. Each House may determine the Rules of its Proceedings, punish its Members for disorderly Behavior, and with the Concurrence of two thirds expel a Member.

Each House shall keep a Journal of its Proceedings, and from time to time publish the same, excepting such Parts as may in their Judgment require Secrecy; and the Yeas and Nays of the Members of either House on any Question shall, at the Desire of one fifth of the Members present, be recorded.

Neither House, during the Session of Congress, shall, without the Consent of the other, adjourn for more than three Days, or to any other Place than that in which the two Houses shall be sitting.

Section 6. The Senators and Representatives shall receive a Compensation for their Services, to be ascertained by the United States. They shall in all Cases, except Treason, Felony, and Breach of the Peace, be privileged from Arrest during their respective Terms, and on going to and returning from their Service, for any Speech or Debate in either House.

No Senator or Representative shall, during the Term for which he was elected, be appointed to any civil Office which shall have been created, or the Emoluments whereof shall have been increased during such Term, and no Person shall be a Member of either House during his Continuance in Office.

MISSION COMMAND

Today's Professional Soldier must internalize the Army Values in order to effectively and ethically perform decentralized operations.

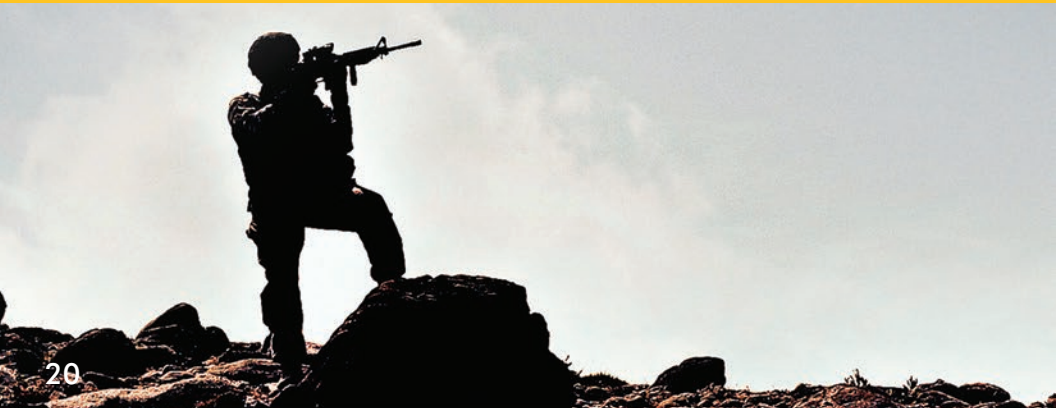
Mission command is based on mutual trust and shared understanding and purpose. It demands every Soldier be prepared to assume responsibility, maintain unity of effort, take prudent action, and act resourcefully within the commander's intent. [ADRP 6-0]

"Most operations we see in the military are decentralized operations. Normally what that means is you are going to have a junior leader, a lieutenant, or a sergeant going out there making tactical decisions that have strategic effects. Nobody is looking over their shoulder saying 'Yes. Pull the trigger,' or 'No, do not pull the trigger.' The decision he or she is going to make, and because it has a strategic effect, is going to be defined by the set of values he or she aspires to and those values are defined by the values of our United States Army."

LTG Robert L. Caslen
Superintendent, United States Military Academy

"I am a Professional because I am certified in my job and I perform within established Army standards. Whether I consider myself a careerist or just in for one enlistment, I take my place in battle. It is my education, training, certification, and 'service' that captures my status as a Professional."

MG (R) Rodney Anderson
Profession of Arms Forum 11-3



PROFESSIONAL CERTIFICATION PROCESS



PROFESSIONAL CERTIFICATIONS

- **COMPETENCE** is an Army professional's demonstrated ability to successfully perform his/her duties and to accomplish the mission with discipline and to standard.
- **CHARACTER** is an Army professional's dedication and adherence to Army Values and the Profession's Ethic as consistently and faithfully demonstrated in decisions and actions.
- **COMMITMENT** is the resolve of an Army professional to contribute Honorable Service to the Nation, to perform his/her duties with discipline and to standards, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenge.

Certification is verification and validation of an Army Professional's competence, character, and commitment to fulfill responsibilities and perform assigned duties with discipline and to standard. The Army has autonomy to make decisions due to its unique military expertise and moral obligation to serve the best interests of the Nation. For example, Congress does not normally dictate to the Army its doctrine; it trusts the Army to develop it correctly. Through certification, the Army maintains such trust by ensuring the expertise of its individual professionals and their units.

Certification in the Army has two roles. For the Army Profession, certification demonstrates to the American people that the Army is qualified to perform its expert work effectively and ethically. For Army Professionals, certification milestones also provide motivation. Examples include an earned rank or credential to the next level of development such as a leadership assignment or successful completion of training. These are major points of personal pride, satisfaction, and further motivation.

The Army Profession certifies the competence, character, and commitment of individuals throughout that individual's service. Each of the three certification characteristics is emphasized through—

- Official promotion and evaluation systems for military and civilian Army Professionals using individual performance evaluations.
- Professional training and education within progressive Army school systems to include branch, skill, or functional area qualifications. Examples include War College attendance for certification as a strategic leader or pilot and flight crew certifications.
- Selections and assignments, often centralized, for leadership or command positions. Examples include assignment as brigade and installation commanders.

The Army Profession has a set of three broad criteria for the certification of all Army Professionals. These criteria will be applied in more specific detail by Army branches, proponents, and civilian career programs based on the specific context of the certification.



ARMY DOCTRINAL PUBLICATION (ADP) 6-22 LEADERSHIP REQUIREMENTS MODEL

ATTRIBUTES

CHARACTER

Army Values
Empathy
Warrior/Service Ethos
Discipline

PRESENCE

Military and Professional Bearing
Fitness
Confidence
Resilience

INTELLECT

Mental agility
Sound judgment
Innovation
Interpersonal tact
Expertise



LEADS

Leads others
Builds Trust
Extends influence beyond
the chain of command
Leads by example
Communicates

DEVELOPS

Creates a positive environment/
Fosters esprit de corps
Prepares self
Develop others
Stewards the profession

ACHIEVES

Gets results

COMPETENCIES

ATTRIBUTES AND COMPETENCIES FOR ARMY PROFESSIONALS

ADP 6-22 Army Leadership Requirements Model is one of the many available mechanisms the Army uses to develop and certify its members.

The individual attributes and competencies of the Army Professional must reflect, enable, and sustain the essential characteristics of the Army Profession. Building on the sound doctrine it has had for decades for leader development, the Leadership Requirements Model (LRM) in ADP 6-22 contains the attributes and competencies for individual Army Leaders and Professionals.

This modified LRM is to be inspirational and aspirational to all members of the Army Profession, while at the same time stating the Army's expectations of its leaders and professionals. It is understood that members of the profession, both military and civilian, are not necessarily required to meet the attributes and competencies comprehensively, maximally, and outright. Attainment is commensurate with position and responsibility, but all members must possess a personal desire to continuously develop and ultimately meet the requirements of these attributes and competencies.

"We need to re-focus, making sure that we are building the bench of leaders that we need for the next 20 years. That's really our investment... the Soldiers we assess today, we've got a plan to get them to sergeants major. The development of those individuals has to come in not only operational assignments, but also institutional, education, and self development. We've got to focus on their futures."

Raymond F. Chandler III
Sergeant Major of the Army

ADHERING TO THE ARMY ETHIC

Our Ethic

The Army Ethic is the evolving set of laws, values, and beliefs deeply embedded within the core of the profession's culture. The internalized Army Ethic guides the ethical conduct of the Army and its members in the defense of and service to the Nation. Although the Army Ethic has not been fully codified, the five most accepted foundations of the Army Ethic are:

- *The role of the United States and the purpose of the U.S. Army.* The Nation's legitimate right to sovereignty is the first moral basis for the Army Ethic.
- *The role of civil-military relations in the United States.* The Army willingly serves subordinate to the authority of civilian government and is granted significant autonomy for its professional role.
- *The nature of the Army Ethic.* As the Army moves forward into future conflict, it will continue to rely on an all-volunteer-force. The framework of the Army Ethic must provide a consistent theory of military ethics that grounds the martial virtues in more general moral concepts, lessening any gap between the Army, and the society it serves.
- *The Profession and its Ethic as the core of institutional culture.* Existing Army artifacts such as the Army Values, the Soldier's Rules, oaths of office, and other military imperatives all work together in the ethic as part of the institutional culture.
- *The relationship between the Profession and its ethic and leadership.* The Army must be self-regulating, and that falls on the shoulders of leaders at all levels. If the Army fails to self-regulate its ethic, it is quite justifiable that those external to the Profession must do so on its behalf, which degrades the autonomy and the legitimacy of the Profession.





“Discipline is based on pride in the Profession of Arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so engrained that it is stronger than the excitement of battle or the fear of death.”

General George S. Patton, Jr.
Former Commanding General Third Army and 7th Armies

CIVIL-MILITARY RELATIONS

There is a triangular set of relationships between three groups that has the greatest influence on the outcome of wars among nation-states. For most nations, those three groups are:

1. The people who establish the government and live under its authority.
2. The state or the government.
3. The armed force the government raises from among the people to defend the Nation.

This triangular set of relationships is known within political science as the “civil-military relations” of a nation.



THREE FOUNDATIONS OF CIVIL-MILITARY RELATIONS

The U.S. Army began in a unique way in the world among nations: its Soldiers took an oath of service sworn to the defense of a founding Constitution rather than defense of the sovereign or a territory. The historical origins and the moral underpinnings of our military profession lead the Army service member to affirm by oath and reflect by actions the following realities among others:

The first foundation: the role and the purpose of the U.S. Army

The United States is a unique and independent sovereign power that exists under social contract with the American people. The existence of the Nation and the Army in particular is for the purpose of providing for the common defense and to contribute to the general welfare of its citizens. We support the Republic. The Army Profession exists not for itself but for the noble and honorable purpose of preserving peace, supporting and defending the Constitution, and protecting the American people and way of life.

The second foundation: the subordination of the Army to Civilian authority

Civilian leaders, duly elected by the people, Congress and the Executive branch, have ultimate authority over the Army. Every volunteer in military service becomes a servant of the Nation to do its

“Our support for our Constitutional way of government, for civilian supremacy over the military is something that spans and remains the same through all changes in doctrine, all changes in how warfare is fought. It is a constant. It is part of our sacred duty as members of the United States Army.”

General (R) Pete Chiarelli
32nd Vice Chief of Staff of the Army

will, subordinating their own will and some of their rights as citizens to the true faith and allegiance they willingly bear to the Constitution. Members of the armed services yield some portions of their rights to include freedom of speech as servants of the state; at the same time, owing to their moral obligation to speak truth and bear true witness to all their fellow citizens. Army Professionals, and particularly its leaders, must always exercise disciplined candor and avoid political alignments when advising the leaders that they serve under, both political and military. This bedrock of the moral and historic aspects of subordinate military service points to the next foundation.

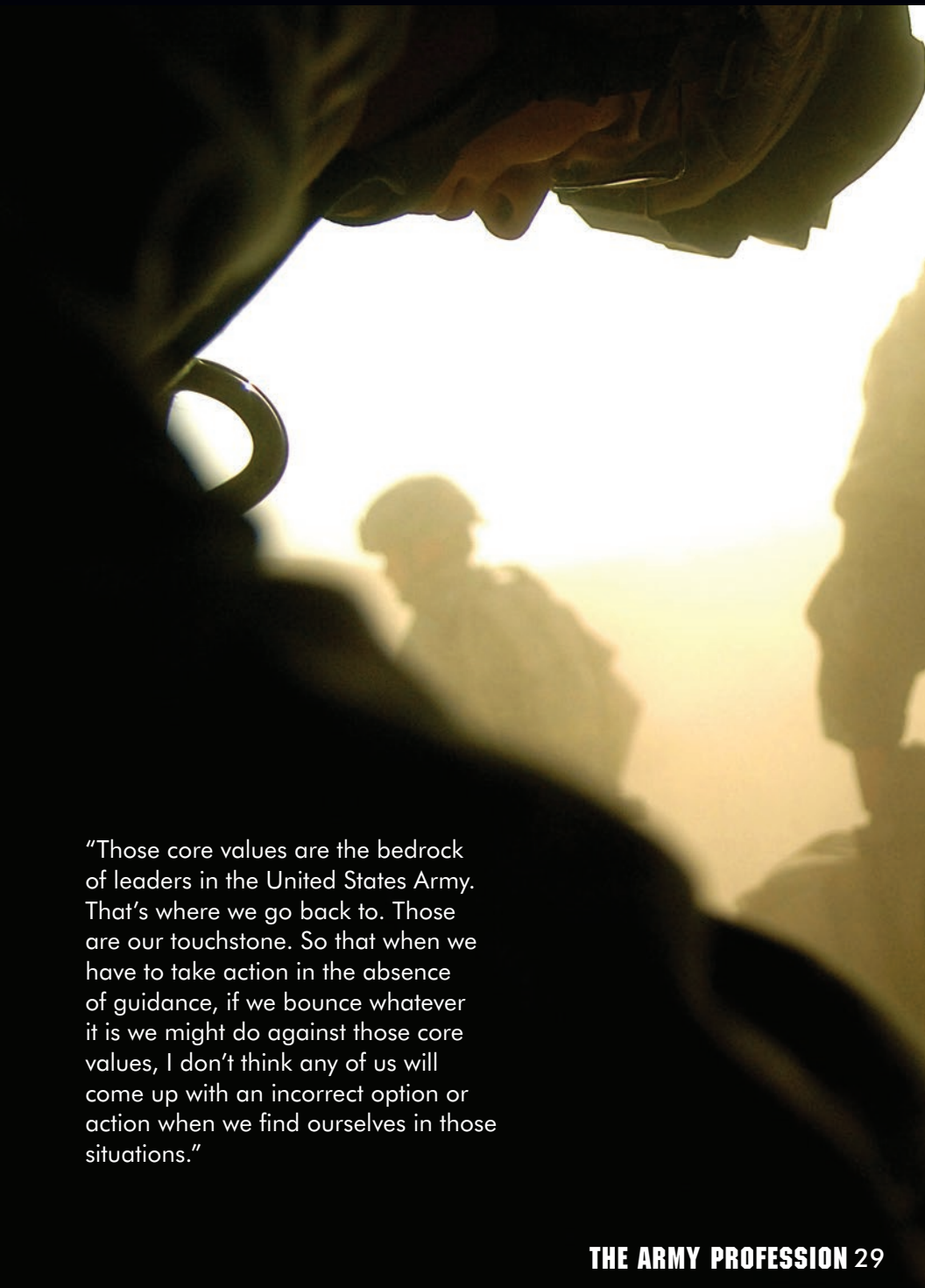
The third foundation: the trust that the Nation places in the Army

The Army has been granted a trust relationship with the American people that must not be broken: the Army will defend the Constitution and the people of the Nation; the people and their leaders will provide the needed support for the Army to fulfill its calling. The relationship is one of trust: people and leaders demand by necessity that the Army must be a profession of reverent national service and servanthood; we are entrusted with the Nation's citizens and the Nation's survival. We are not just another bureaucracy of the government; we are a Profession stewarding within our Profession the Constitutional ideals that set our Nation apart.

"Civilian control of the military is embedded in our Constitution and serves as the cornerstone of our military. Military professionals understand this and appreciate the critical role this concept has played throughout our history. Equally important, this concept requires that military professionals understand the role of our civilian leaders and their responsibilities to the civilian leadership."

ADP 1 2-26 CIVIL-MILITARY RELATIONS

OATHS, CREEDS, AND NORMS OF CONDUCT



“Those core values are the bedrock of leaders in the United States Army. That’s where we go back to. Those are our touchstone. So that when we have to take action in the absence of guidance, if we bounce whatever it is we might do against those core values, I don’t think any of us will come up with an incorrect option or action when we find ourselves in those situations.”

ARMY CIVILIAN OATH OF OFFICE

"I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God."

COMMISSIONED OFFICER AND WARRANT OFFICER OATH OF OFFICE

I, _____, having been appointed an officer in the Army of the United States, as indicated above in the grade of _____ do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign or domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter; So help me God." (DA Form 71, 1 August 1959, for officers.)

ARMY OATH OF ENLISTMENT

"I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God." (Title 10, US Code; Act of 5 May 1960).



ARMY CIVILIAN CORPS CREED

I am an Army Civilian;
a member of the Army Team.

I am dedicated to our Army,
our Soldiers and Civilians.

I will always support the mission

I provide stability and continuity
during war and peace.

I support and defend the Constitution of
the United States and consider it an honor
to serve our Nation and our Army.

I live the Army Values of Loyalty, Duty,
Respect, Selfless Service, Honor, Integrity,
and Personal Courage.

I am an Army Civilian.

SOLDIER'S CREED AND WARRIOR ETHOS

I am an American Soldier.

I am a Warrior and a member of a team.
I serve the people of the United States and
live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally
tough, trained and proficient in my warrior
tasks and drills. I always maintain my
arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy
the enemies of the United States of America
in close combat.

I am a guardian of freedom and
the American way of life.

I am an American Soldier.

NONCOMMISSIONED OFFICER CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

TITLE 10 U.S. CODE REQUIREMENT OF EXEMPLARY CONDUCT

U.S.C. § 3583: US Code – Section 3583: Requirement of exemplary conduct

All commanding officers and others in authority in the Army are required –

1. To show in themselves a good example of virtue, honor, patriotism, and subordination;
2. To be vigilant in inspecting the conduct of all persons who are placed under their command;
3. To guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them; and
4. To take all necessary and proper measures, under the laws, regulations, and customs of the Army, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

ARMY VALUES

Loyalty:

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers

Duty:

Fulfill your obligations

Respect:

Treat people as they should be treated

Selfless Service:

Put the welfare of the Nation, the Army, and subordinates before your own

Honor:

Live up to all the Army Values

Integrity:

Do what's right, legally and morally

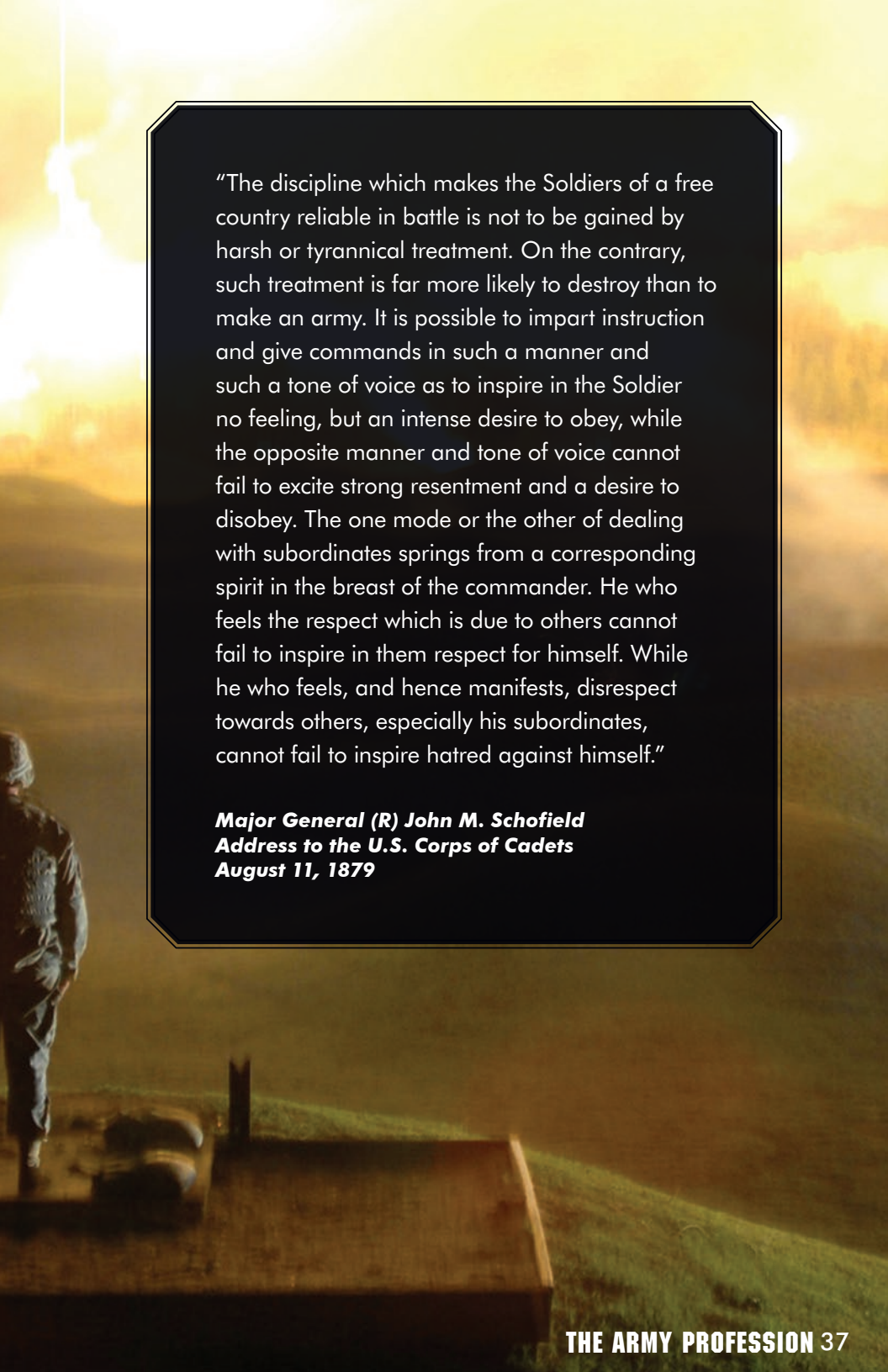
Personal Courage:

Face fear, danger or adversity (physical or moral)

THE SOLDIER'S RULES

1. Soldiers fight only enemy combatants.
2. Soldiers do not harm enemies who surrender. They disarm them and turn them over to their superiors.
3. Soldiers do not kill or torture any personnel in their custody.
4. Soldiers collect and care for the wounded, whether friend or foe.
5. Soldiers do not attack medical personnel, facilities, or equipment.
6. Soldiers destroy no more than the mission requires.
7. Soldiers treat civilians humanely.
8. Soldiers do not steal. Soldiers respect private property and possessions.
9. Soldiers should do their best to prevent violations of the law of war.
10. Soldiers report all violations of the law of war to their superior.

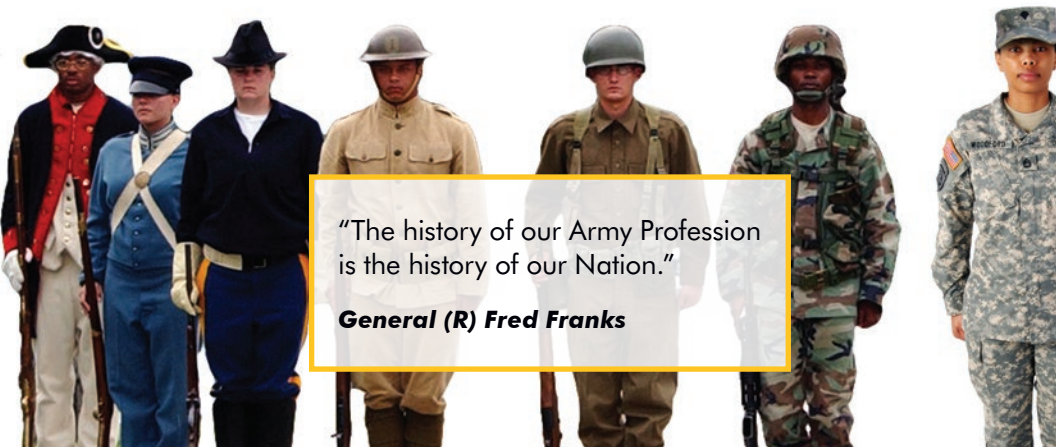
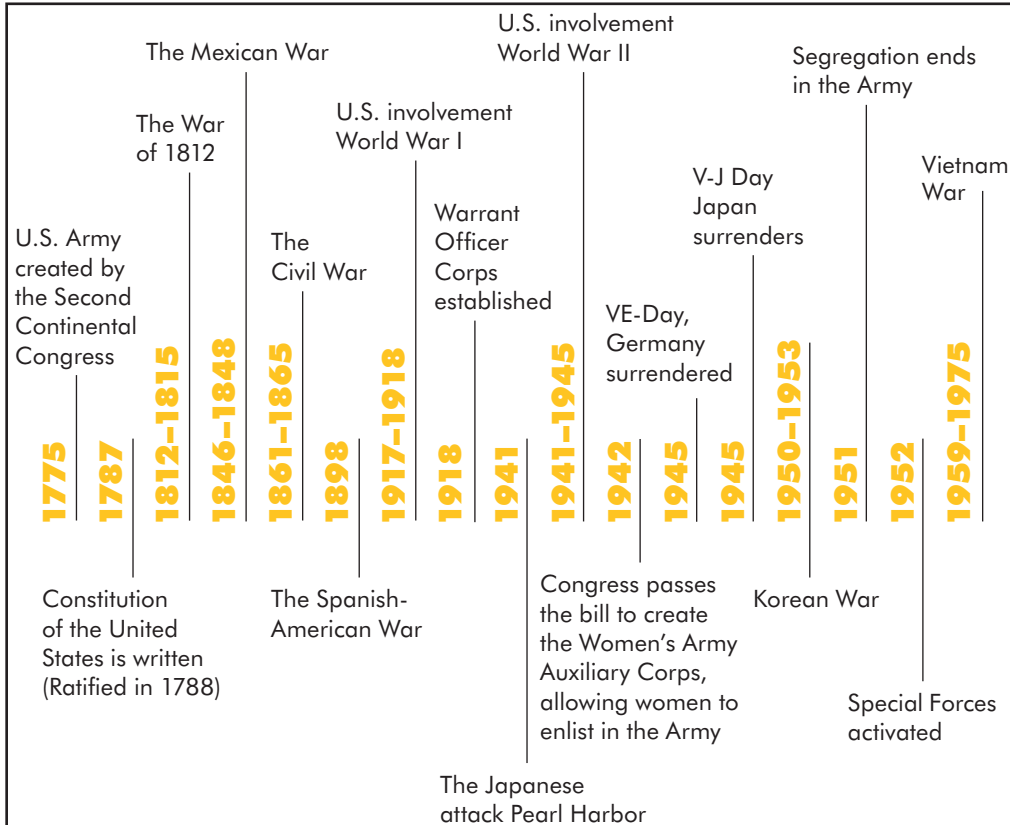
AR 350-1, Para G-21b

A soldier in a field at sunset. The soldier is seen from the back, standing on a grassy field. The sun is low on the horizon, creating a warm, golden glow. The sky is filled with soft, hazy clouds. The overall mood is contemplative and serene.

“The discipline which makes the Soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and give commands in such a manner and such a tone of voice as to inspire in the Soldier no feeling, but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them respect for himself. While he who feels, and hence manifests, disrespect towards others, especially his subordinates, cannot fail to inspire hatred against himself.”

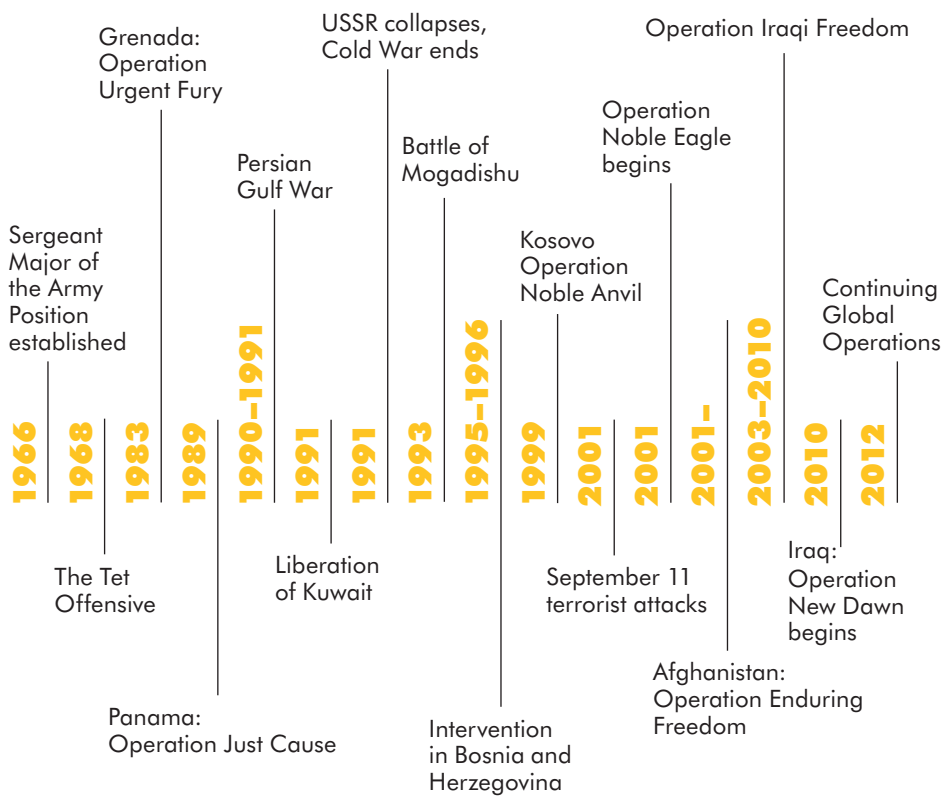
***Major General (R) John M. Schofield
Address to the U.S. Corps of Cadets
August 11, 1879***

TIMELINE OF THE U.S. ARMY



"The history of our Army Profession is the history of our Nation."
General (R) Fred Franks

Over 200 Years of Selfless





<http://CAPE.ARMY.MIL>