

INFORMATION PAPER

ATZL-MCE
23 October 2013

SUBJECT: The FY14 *America's Army – Our Profession*, “Stand Strong” Program, *Honorable Service and Stewardship of the Army Profession*

1. Purpose. To provide information and resources in support of the second half, FY14 *America's Army – Our Profession*, “Stand Strong” Program theme: *Honorable Service and Stewardship of the Army Profession*.

2. Background.

a. 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.”

b. As announced in ALARACT 243/2013, the *America's Army – Our Profession*, “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.

c. The Department of the Army approved the FY14 *America's Army – Our Profession*, “Stand Strong” Program to enhance understanding of the five essential characteristics of the Army Profession; the certification criteria for Army Professionals; and the principles of the Army Ethic as described in Army Doctrine Publication (ADP) 1, *The Army*, Chapter 2, and Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*. These documents define what it means to be an Army Professional.

d. 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 Army Professionals. The program reinforces *Trust* internal to the Army and with the American people, inspires *Honorable Service*, strengthens *Stewardship of the Army Profession*, and enhances *Esprit de Corps*.

3. Discussion.

a. Vision. Members of the Army Profession clearly understand, accept, practice their profession, and hold each other accountable, consistent with the Army Ethic and Army Values, in a manner worthy of their professional status.

b. Mission. The Army Profession conducts the FY14 *America's Army – Our Profession*, “Stand Strong” Program to reinforce *Trust*, to inspire *Honorable Service*,

strengthen ethical, effective, and efficient *Stewardship of the Army Profession*, and enhance *Esprit de Corps*.

c. Goals.

(1) The focus of the first half of the FY14 *America's Army – Our Profession*, “Stand Strong” Program is on the theme of *Trust*, within the Army Profession and with the American people. Army Professionals “Stand Strong” – *Ready and Resilient* – to support and defend the Constitution, obey the legal and moral orders of Civilian authority, uphold the Army Ethic, and live by Army Values, demonstrating our respect for the dignity and worth of all people.

(2) During the second half of the FY14 *America's Army – Our Profession*, “Stand Strong” Program, the focus is on the Army Profession's essential characteristics of *Honorable Service* and *Stewardship of the Army Profession*. Army Professionals – *United in our Identity* – “Stand Strong” to contribute *Honorable Service* in defense of the American people; and to provide ethical, effective, and efficient *Stewardship of the Army Profession* for Soldiers, Army Civilians, Army Families, and the resources entrusted to our care.

d. Outcomes. Army Professionals “Stand Strong” to:

(1) Uphold the Army Ethic, live by Army Values, hold each other accountable, and conduct themselves in a manner worthy of their professional status and calling to support and defend the American people.

(2) Motivate and inspire *Honorable Service* through ethical conduct of the Mission and in performance of duty, with discipline and to standard.

(3) Strengthen understanding of and dedication to *Stewardship of the Army Profession*.

(4) Enhance *Esprit de Corps* - “Winning Spirit” - embedded within our culture; sustained by customs, courtesies, and traditions; and fostering ready and resilient units and organizations with the courage to persevere.

e. Execution. The FY14 *America's Army – Our Profession* “Stand Strong” Program began on 1 October 2013, continuing the CY13 *America's Army – Our Profession* Education and Training Program, fourth quarter theme: *Trust*. On 1 April 2014 through 30 September 2014, the focus is on *Honorable Service* and *Stewardship of the Army Profession*.

(1) *Honorable Service – Our Noble Calling to Serve the Nation* – is an essential characteristic of the Army Profession; demonstrated by devotion to duty, 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.

(a) The Army Profession serves the nation by supporting and defending the Constitution, upholding the rights and interests of the American people. This is the basis for the Army Ethic.

(b) The Army Ethic guides the Army, both as an institution (a military Department) and as a profession; it informs proper policies and procedures within units and organizations; and it defines ethical decisions and actions for Soldiers and Army Civilians.

(c) In joining the Army Profession, swearing by Oath their “true faith and allegiance” to the Constitution, Army Professionals dedicate themselves to *Honorable Service*, foregoing some of the rights of their fellow citizens. Most importantly, they relinquish the “right” to make decisions or to take actions that violate the Army Ethic.

(d) It is the duty of Army Professionals to demonstrate competence, character, and commitment – frequently demanding the moral courage to do what is right despite risk, uncertainty, and fear.

(e) In demonstrating “true faith and allegiance to the Constitution” Army Professionals uphold the Army Ethic and “Stand Strong” to deter misconduct, to support each other in the proper conduct of duty, and to do what is right to stop unethical practices.

(2) *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.

(a) We develop our subordinates, peers, and leaders. This requires our willingness to offer and accept coaching, counseling, and mentoring.

(b) As Army Professionals we continuously develop in competence, character, and commitment; and certify that we are ready to accomplish the mission, performing present and future duties with discipline and to standards.

(c) We strengthen the institutional Army (military Department): develop future concepts and strategy, design and manage major programs, prepare operational plans, and accomplish the Mission – ethically, effectively, and efficiently.

(d) Army Professionals improve and manage education (PME/CES), institutional and organizational training, and operations; thus honing *Military Expertise* in the design, generation, support, and ethical application of landpower.

(e) We safeguard, maintain, and improve our property (weapons, equipment, facilities, and installations). We are responsible and accountable for the proper use of our supplies and provisions.

(f) We enhance *Esprit de Corps* as we honor our customs, courtesies, and traditions – reinforcing an Army culture of *Trust*. We uphold the Army Ethic, live by Army Values, inspire exemplary conduct – in all aspects of our lives – and demonstrate the perseverance and courage to overcome adversity, obstacles, and challenge.

(g) All Soldiers and Army Civilians are Stewards of the Army Profession, sustaining and strengthening the Army, in support and defense of the Constitution of the United States. *Stewardship of the Army Profession* is accepting the obligation to sustain and strengthen the institutional Army and the Soldiers, Army Civilians, and Army Families, entrusted to our care.

4. What You Can Do.

a. Continuously motivate Army Professionals to “Stand Strong” by upholding the Army Ethic and Army Values, reinforcing *Trust*, inspiring *Honorable Service*, strengthening *Stewardship of the Army Profession*, and enhancing *Esprit de Corps*.

b. Conduct unit and organizational education and training on *Honorable Service* and *Stewardship of the Army Profession* in the 3rd and 4th QTRs of FY14.

c. Spread 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, ADP 3-0).

d. Create and sustain a positive, professional command climate; set the example by coaching, counseling, and mentoring; strive for standards of excellence and develop disciplined Army Professionals.

e. Recognize exemplary Soldiers and Army Civilians who “Stand Strong” by upholding the Army Ethic and Army Values, demonstrating their leadership through non-tolerance of misconduct and unethical practices.

f. Share lessons-learned through AAR and authorized social-media. Encourage Army Professionals to publish articles on the “Stand Strong” themes in periodicals and professional journals.

g. Take advantage of iconic events (e.g., promotions, change of command, retirement, graduation ceremonies, reviews, oath ceremonies, hail and farewell, etc.) to focus on the meaning and importance of Army Profession customs, courtesies, and traditions – enhancing *Esprit de Corps* throughout the year.

h. Schedule a Center for Army Profession and Ethic (CAPE) supported Army Profession Seminar for your organization or installation (2-3 hours, on-site).

i. Request copies of *America's Army – Our Profession*, “Stand Strong” training support packages or access these education and training products and other resources on-line (<http://cape.army.mil>). These will enhance planning and conduct of professional development activities in support of this program.

5. How CAPE Can Help.

a. The CAPE website includes the FY14 *America's Army – Our Profession*, “Stand Strong” Training Support Packages for the semi-annual themes, supporting the conduct of unit or organizational professional development.

b. Senior Leader Guides and talking points assist in communicating the “Stand Strong” message and in promulgating Army Profession doctrine and concepts.

c. Thematic videos enhance understanding of the Army Profession and provide focus for facilitated discussions throughout the year.

d. CAPE leadership is available to provide, at your installation, an Army Profession Seminar (contact CAPE).

e. In addition, the Training Support Packages, posters, and videos for the enduring CY13 *America's Army – Our Profession* Education and Training Program's themes of: Standards and Discipline; Customs, Courtesies, and Traditions; and Military Expertise remain available. (<http://cape.army.mil>)

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Suggested Reading List – Honorable Service

The Moral Warrior: Ethics and Service in the U.S. Military by Cook, Martin L. (Albany, NY: State University of New York Press, 2004)

For the first time in history, the capabilities of the U.S. military far outstrip those of any potential rival, either singly or collectively, and this reality raises fundamental questions about its role, nature, and conduct. *The Moral Warrior* explores a wide range of ethical issues regarding the nature and purpose of voluntary military service, the moral meaning of the unique military power of the United States in the contemporary world, and the moral challenges posed by the "war" on terrorism.

If Not Now, When?: Duty and Sacrifice in America's Time of Need by COL (R) Jack Jacobs and Doug Century. (New York, NY: The Berkley Publishing Group; 2008); ISBN-13: 978-0425229842

Jack Jacobs was acting as an advisor to the South Vietnamese when he and his men came under devastating attack. Wounded, 1st Lt. Jacobs took command and withdrew the unit, returning again and again, saving fourteen lives for which he received the Medal of Honor.

Col. Jacobs tells his stirring story of heroism, honor, and the personal code by which he has lived his life, and expounds with blunt honesty and insight his views on our contemporary world, and the nature and necessity of sacrifice. *If Not Now, When?* is a compelling account of a unique life at both war and peace, and the all-too-often unexamined role of the citizenry in the service and defense of the Republic.

George Washington and Benedict Arnold: A Tale of Two Patriots by Dave R. Palmer. (Washington, D.C.: Regnery Publishing; 2006); ISBN-10: 1596980206

Fateful turns, choices and escapes from certain death dominate this captivating story of the most compelling figures of the Revolutionary War. When General George Washington appointed Benedict Arnold military commander of the Philadelphia region, military historian Palmer argues, he was not only making one of the worst personnel decisions of his career, but was also creating the conditions for the "Traitor of America" to commit his crime. Stark contrasts and similarities between two men show how their choices informed their destiny. The son of an alcoholic, Arnold became a wealthy merchant before he took up arms against the British, but distinguishing himself on the battlefield was not enough to earn Arnold the prestige he perpetually sought.

Washington, who grew up on a tranquil farm, was the beneficiary of guidance from influential figures and was groomed to be a leader. Palmer has a talent for building momentum and suspense, but his most skilled turn is as profiler of the military comrades who would later be foes. Together they illustrate in stark contrast the two sides of service, honorable and otherwise.

Into the Storm: A Study in Command by Tom Clancy and GEN(R) Frederick M. Franks. (New York, NY: Berkley Publishing; 1997, 2004); ISBN-13: 978-0425196779.

Tom Clancy focuses on the Army and General Frederick M. Franks, Jr—the general who helped smash Iraq in the Gulf War. In this first volume of a series on the intricacies

of military command, Clancy traces the organizational success story of the U.S. Army's rise from the slough of Vietnam to the heights of victory in the Persian Gulf. In the early 1970s, the Army lacked proper discipline, training, weapons, and doctrine - all these would be overhauled in the next 15 years. The art of maneuver warfare is explored incisively and in rich, provocative detail. Clancy and General Franks take us inside the war councils and command posts and up to the front lines. But the book truly sparkles when Franks tells his story of his years of honorable service to the Nation. Franks, who lost a foot in the invasion of Cambodia, is a man of great courage, thoughtfulness, integrity and humility.

The Warriors: Reflections on Men in Battle by J. Glenn Gray, Hannah Arendt. (Lincoln, NE: Bison Books; 1998); ISBN-13: 978-0803270763

J. Glenn Gray entered the army as a private in May 1941, having been drafted on the same day he was informed of his doctorate in philosophy from Columbia University. He was discharged as a second lieutenant in October 1945, having been awarded a battlefield commission during fighting in France. Gray saw service in North Africa, Italy, France, and Germany in a counter-espionage unit. Fourteen years after his discharge, Gray began to reread his war journals and letters in an attempt to find some meaning in his wartime experiences. The result is *The Warriors*, a philosophical meditation on what warfare does to us, and an examination of the reasons soldiers act as they do. Gray explains the attractions of battle—the adrenaline rush, the esprit de corps—and analyzes the many rationalizations made by combat troops to justify their actions. In the end, Gray notes, “War reveals dimensions of human nature both above and below the acceptable standards for humanity.”