

## INFORMATION PAPER

**SUBJECT:** *America's Army – Our Profession* Education and Training program, 3rd Quarter Calendar Year 2013 theme: Military Expertise – Certified Army Professionals.

1. **Purpose.** To provide information and resources on Military Expertise to facilitate dialog, educate, train and inspire expertise in individuals and organizations.

### 2. Background.

a. The CSA approved the *America's Army – Our Profession* Education and Training program to inform and inspire the force on doctrine being published in Army Doctrine Publication (ADP) 1, *The Army*, Chapter 2 and in Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*. These capstone documents will define and describe the five essential characteristics of the Army Profession, membership and certification criteria of Army professionals, and the Army Ethic.

b. Why are we doing this? The *America's Army – Our Profession* Education and Training program is designed to teach and inspire understanding of the Army Profession and to enhance commitment to our professional obligations – to ourselves, others, and the Army.

### 3. Discussion.

a. The focus of effort for 3<sup>rd</sup> Qtr, CY13 is on "Military Expertise – Certified Army Professionals."

(1) What is Military Expertise? Military Expertise is the effective and ethical design, generation, support, and application of landpower, primarily in unified land warfare, and all supporting capabilities essential to accomplish the Mission in defense of the American people. Military Expertise is one of the Army Profession's essential characteristics.

(2) What is Certification? 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 standards.

a. The education, training, and experience we receive as members of the Army Profession prepare and enable us to effectively and ethically serve the Nation. In developing this expertise, we accomplish three critical tasks: create professional knowledge and understanding; develop Army professionals to apply their military expertise under mission command; and certify the competence, character, and commitment of our professionals.

b. The domain of our military expertise includes:

(1) The **military-technical field**, encompasses the doctrine of how the Army applies landpower, including the integration and adaptation of technology, the organization of units, and the planning and execution of military operations.

(2) The **moral-ethical field**, describes how the Army applies its combat power according to law and the expectation of our citizens.

(3) The **political-cultural field**, prescribes how personnel and units operate effectively across and outside the Army's institutional boundaries.

(4) And the knowledge of **human/leader development**, that informs how the profession inspires American citizens to a calling of service.

a. Service in the Army Profession is an honor and a privilege, earned and sustained through the consistent demonstration of competence, character, and commitment. These three criteria are essential to establish trust with the American people and within the Army Profession. The primary means by which certifications are conferred include: promotion; professional education and training; and formal selection for positions of command of units or leadership in organizations.

(1) **Competence**: An Army professional's demonstrated ability to successfully perform assigned duties and to accomplish the mission with discipline and to standard.

(2) **Character**: An Army professional's dedication and adherence to Army Values, virtues, purpose, identity, ethics, and morals as consistently and faithfully demonstrated in decisions and actions.

(3) **Commitment**: The resolve of Army professionals to contribute Honorable Service to the Nation, to perform their duties with discipline and to standards, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenge.

#### 4. What Can You Do?

a. Include Military Expertise – Certified Army Professionals as a topic in professional development sessions.

b. Emphasize education and training on ADP 1, *The Army* and on ADRP 1, *The Army Profession*.

c. Send a unit/organizational representative to CAPE's Master Army Profession and Ethic Trainer Course (MAPET).

d. Visit <http://cape.army.mil> for resources to assist in the planning and execution of professional development.

#### 5. How CAPE Can Help

a. A lesson plan is included to assist you in facilitating a professional development session.

b. A video is available to enhance the understanding of Military Expertise – Certified Army Professionals.

c. A poster that you can display to assist communicating the themes and focus attention.

d. Senior Leader guide and talking points are included to help communicate Army themes.

e. The enclosed CAPE Research Fact Sheet provides analysis of recent Army-wide survey findings to assist you in identifying potential areas to focus on in your organization.

6. For additional information, education and training materials visit the CAPE Website at <http://cape.army.mil>.

Encl  
Suggested Reading List  
Professional Certification Process  
Professional Certification Criteria

CAPE Research Fact Sheet

### **3<sup>rd</sup> Quarter Suggested Reading List – Military Expertise**

***Common Sense Training: A Working Philosophy for Leaders*** by Arthur S. Collins.  
(Novato, CA: Presidio Press; 2<sup>nd</sup> edition, 1998). ISBN-13: 978-0891416760.

An essential reference work on what is required for leaders to effectively train soldiers and units. Lt. General (Ret.) Collins underlines the paramount importance of disciplined and well-trained units to achieving mission success. He notes some of the misconceptions about training and then provides a viable program for how to better train yourself and your Soldiers and Civilians. By emphasizing the fundamentals of discipline, effective maintenance services, safety, physical fitness, caring for Soldiers, quality personnel administration, realistic training, and the critical role of commanders, he provides a paradigm for all leaders who are entrusted with the professional development of the ultimate guardian of our freedom, the American Soldier.

***The (Honest) Truth About Dishonesty: How We Lie to Everyone—Especially Ourselves***  
by Dan Ariely. (New York, NY; Harper Collins; 2012) ISBN: 978-0-06-218359-0.

This book considers a key aspect of the moral-ethical domain of military expertise, as Dan Ariely challenges our preconceptions about ourselves as honest people. The author shows how our personal and professional practices can pave the way for unethical behaviors, intentional or not. He examines how these practices affect us and those around us, even as we consider ourselves to live by high moral and ethical standards. He also addresses the goal of being honest and shows how we can develop ourselves and others to live by the values we affirm. This work will help us understand ourselves. As Plato taught, the essence of knowledge is self-knowledge and this book is filled with helpful knowledge (and humor). Ariely's examination of the mechanisms that guide our moral compass and how these impact our abilities and decisions, have particular relevance to us as members of the Army Profession, both personally and professionally. It underscores the importance of truly living our Army Values and that to preserve trust in ourselves and our organizations, we must work to positively shape and maintain our character every day.

***That Used To Be Us: How American Fell Behind in the World We Invented and How We Can Come Back*** by Thomas Friedman and Michael Mandelbaum.

(New York, NY; Picador; 2012) ISBN: 978-1-250-01372-9

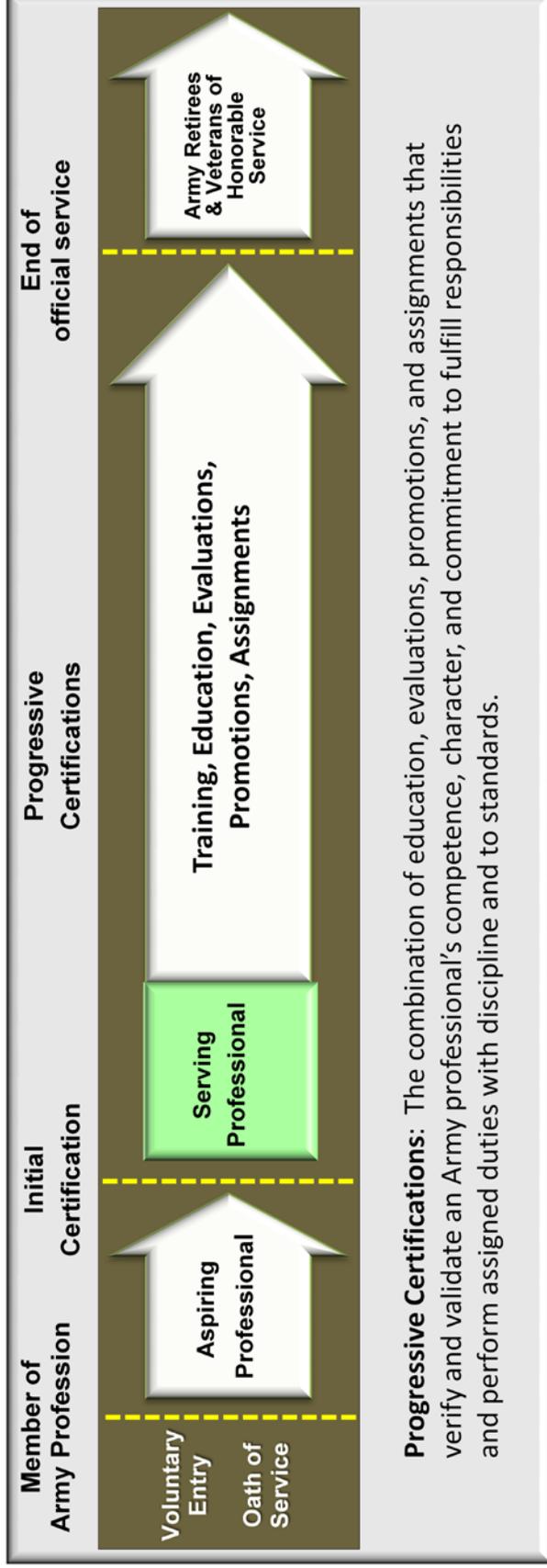
This book assesses a number of subjects within the political-cultural domain of military expertise of concern to members of the Army Profession. To be effective professionals requires a broad understanding of the issues that Friedman and Mandelbaum examine. They consider America's challenges in an era of globalization, such as the revolution in information technology, chronic deficits, and energy consumption. They also offer some possible prescriptions for how we might cope successfully, and why we must be innovative and strive to excel to fulfill America's potential. This book should provoke thought and discussion among Army professionals.

***The Narcissism Epidemic: Living in the Age of Entitlement*** by Jean M. Twenge, PhD and W. Keith Campbell, PhD.

(New York, NY; Free Press-Simon & Schuster; 2009). ISBN: 978-1-4165-7598-6.

Narcissism, an inflated sense of self, is an indicator that members of the Army Profession should evaluate in ourselves, our soldiers, our civilians, and our organizations within the domain of human development. The authors provide a revealing and alarming analysis of narcissistic trends in American culture. They examine this exaggerated self image as manifested in feelings of entitlement, overconfidence and taking advantage of others. This personality trait can ultimately lead people to become detached, lonely and depressed. The negative effects of this tendency for individuals and unit culture can be devastating. The ability to effectively identify and address these tendencies can be critical to both individual and unit resiliency. This book therefore offers insight into how we can maintain the health of the force. As professionals, it also reminds us that humility is an important measure of our character.

# Professional Certification Process





# RESEARCH FACT SHEET



Army Profession Survey II: Certification • Research • Spring 2012

## Responses from the Force\*

*“What can Senior Army Leaders do to effectively certify competence, character, and commitment?”*

### **Provide Effective Professional Training and Education:**

- ✓ “[R]equire more training and education in the values and ethics of our Profession.”
- ✓ “Through effective PME courses and practical exercises.”

### **Conduct MOS/Skills Testing:**

- ✓ “Bring back MOS annual tests at each rank.”
- ✓ “Test for training to standards.”

### **Generate Honest, Fair NCO/OERs:**

- ✓ “First line leaders have to give an honest, objective assessment during the formal NCO/OER process.”
- ✓ “Be honest, don't inflate the ratings.”

### **Certify with 360 Evaluations:**

- ✓ “The new 360 evaluation is a great start on effectively evaluating character and commitment.”
- ✓ “Be open to feedback from peers and subordinates.”

*“Can character and commitment be objectively observed and certified?”*

### **Yes, can be objectively observed:**

- ✓ “Yes, by the decisions and actions they make.”

### **No, can't be objectively observed:**

- ✓ “Character can be observed but not objectively.”

### **Yes, can be certified:**

- ✓ “Yes, by observing the Soldier on duty, and also off duty.”

### **No, can't be certified:**

- ✓ “Character and commitment are subjective and cannot be quantified.”

## Army Profession Survey II: Certification

In order to earn and sustain trust within the Army Profession and with the American people, the Army and its professionals must consistently demonstrate “competence, character, and commitment.” Thus, the Army Profession Survey II, sent to over 225,000 Army Professionals in all components (including Department of the Army Civilians) in November 2011, sought respondents’ perspectives on the necessity and feasibility of the Army to certify its members in these areas. This section included two free response questions: (1) “What can Senior Army Leaders do to effectively certify Army Professionals in competence, character, and commitment?” and (2) “Can character and commitment be objectively observed and certified?” Over 20,000 responded to the Survey, and this Fact Sheet provides a summary of the key findings.

## Summary Findings

- The results of the survey indicate general agreement (88%) that the Army should certify its Professionals.
- Army Professionals agree that certification for competence should include Professional Education, Training, and testing; 91% of respondents agree that certification in competence is necessary.
- There is less agreement on what should be expected for certification in character and commitment. However, a clear majority of respondents agreed that character and commitment can be observed through decisions and actions.
- In the free response section, 84% thought that character and commitment could be observed, but less than 55% thought that character and commitment could be certified.
- There was no difference among the responses between men and women, and only a small difference in the responses in the components and the cohorts.

## Discussion Points

- What would you look for to certify an Army Professional's “competence, character and commitment?”
- What are some objective criteria for these qualities that should be noted on performance evaluations?
- What can we do to develop these qualities in ourselves and others?
- Discuss the comments in the left column with your unit/organization.

\* Recommendations provided in the survey fell into these common categories for each question. The quotations are illustrative responses of each category.