

INFORMATION PAPER

SUBJECT: *America's Army – Our Profession* Education and Training program, 1st Quarter Calendar Year 2013 theme: Standards and Discipline

1. **Purpose.** To provide information and resources on Standards and Discipline to facilitate dialog, educate, train and inspire the enforcement of standards and discipline 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 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 1st Qtr, CY13 is on "Standards and Discipline." Title 10 U.S. Code specifies "Standards of Exemplary Conduct" – prescribing that all commanding officers and others in authority: show in themselves a good example of virtue, honor, patriotism, and subordination; be vigilant in inspecting the conduct of all persons who are placed under their command; 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 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. Accordingly, all Army leaders are charged and Army professionals are called to promote and enforce standards and discipline within the Army Profession.

(1) What are standards? Standards are formal, detailed instructions—describable, measurable, and achievable. They provide a mark for performance to assess execution of a task. To use standards effectively, leaders know, communicate, and enforce high but realistic standards. Effective leaders explain the standards that apply to their organizations and empower subordinates to enforce them (ADRP 6-22, *Army Leadership*, p. 6-5). While a standard normally represents the minimum level for satisfactory performance of duty, Army professionals should aspire to exceed the standard, when appropriate.

(2) What is discipline? Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of the professional Army Ethic with its supporting individual values (see AR 600-20, *Army Command Policy*, p. 22). Discipline at the individual level is primarily self-discipline, the ability to control one's own behavior. Discipline expresses what the Army Values require—willingly doing what is right. Discipline is a mindset for a unit or an organization to practice sustained, systematic actions to reach and maintain the ability to perform its military function (ADRP 6-22, *Army Leadership*, p 3-5). Discipline is the accepted practice of our Army Profession in the conduct of duty, effectively and ethically performed to standards.

b. Throughout the past decade of persistent conflict, Army professionals have displayed unparalleled discipline where it matters most – on the battlefield. Standards and discipline, when

properly established and practiced, are reflected in the professional's decision to do what is right. This is especially so in the face of temptations, obstacles, adversity, frustrations, fatigue, and fear.

c. Discipline often requires attending to the organizational and administrative details that are essential for efficiency and effectiveness. Army professionals must exercise stewardship of the Army Profession and its members, recognizing that maintenance, supply, training management, property accountability, coaching, counseling, and mentoring are essential to sustaining and developing the disciplined practice of our duty.

d. Often, members of our profession associate discipline only with regulations and the consequences for errors in judgment. However, it is important to understand that our professional discipline is fundamentally about "why and how" we practice our profession – not just about punishment for wrong-doing. Leaders should teach and inspire an understanding of and appreciation for both the meaning and importance of standards and discipline in practicing our profession. Discipline and adherence to standards are hallmarks of Army professionals.

4. What Can You Do?

- a. Include Standards and Discipline as a topic in professional development sessions.
- b. Effectively communicate and reinforce unit/organizational standards.
- c. Emphasize coaching counseling and remedial training.
- d. Emphasize drill and ceremony to enhance and empower the role of the junior leader.
- e. Review all organizational standards to ensure they are appropriate, measurable, and achievable.
- f. 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 understanding of Standards and Discipline.
- c. A poster to assist you in focusing attention and communicating the theme.
- 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 visit the CAPE Website at: <http://cape.army.mil>.

Encl
Suggested Reading List
CAPE Research Fact Sheet

1st Quarter Suggested Readings – Standards and Discipline

Black Hearts: One Platoon's Descent into Madness in Iraq's Triangle of Death

by Jim Frederick. (New York: Harmony Books, 2010). ISBN-13: 978-0307450753.

A detailed account of a unit of the 101st Airborne Division's 502nd Infantry Regiment, "the Black Heart Brigade." Deployed in 2005 to Iraq's "Triangle of Death," the Black Hearts found themselves in a particularly dangerous area at a very dangerous time. The stress of almost daily attacks and high casualties, combined with a chronic breakdown in leadership, allowed members of one platoon to descend into indiscipline, substance abuse, and brutality. Four 1st Platoon soldiers would perpetrate a heinous crime; the rape of a fourteen-year-old girl and the cold-blooded execution of her family. This book provides important lessons regarding the imperative of ethical leadership, especially within the hard realities of combat, where all must uphold standards and instill discipline.

How: Why How We Do Anything Means Everything by Dov Seidman.

(Hoboken, New Jersey: John Wiley & Sons Inc., 2007). ISBN-13: 978-1118106372.

In an ever-changing world where transparency is now considered the norm, 'how' you get things done is just as important as what you get done. Drawing from a wide range of studies, anecdotes, and research, Dov Seidman shows why 'how' is so important and why our increased focus on 'how' shows us much about ourselves and our own sense of what's right and wrong. Through entertaining anecdotes, case studies, research in a wide range of fields, and interviews with a diverse group of leaders, business executives, experts, and everyday people, this book explores how we think, how we behave, how we lead, and how we govern our institutions and ourselves to uncover the values-inspired "hows" of twenty-first-century success and significance. In the Army Profession, "how" we do things is *with discipline and to standards*.

Start with Why: How Great Leaders Inspire Everyone to Take Action by Simon Sinek. (New York, NY: Portfolio Trade; 2009). ISBN-13: 978-1591846444.

Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some inspire greater loyalty? In studying the leaders who've had the greatest influence in the world, Simon Sinek discovered that they think, act, and communicate in the same way—and it's the complete opposite of what one might expect. Leaders like Martin Luther King Jr., Steve Jobs, and the Wright Brothers all started with *Why*. Drawing on real-life examples, Sinek weaves together a clear vision of what it truly takes to lead and inspire. In the Army Profession, all must uphold the standards. This requires that we must understand "why" they are important, not just what they are.

The Good Soldiers by David Finkel.

(New York, NY: Sarah Crichton Books; 2009). ISBN-10: 0374165734.

In January 2007, President George W. Bush announced a new strategy for Iraq, that became known as "the surge." Among those called to carry it out were the young, optimistic soldiers of the 1st Infantry Division's 2-16 Infantry Battalion, nicknamed the "Rangers". Working in a vicious area of Baghdad, they decided that they would make a difference. Fifteen months later, these soldiers returned home — forever changed. This chronicle of their tour is gripping, devastating, and deeply illuminating. Pulitzer Prize-winning reporter David Finkel has produced a vivid work — not just about the Iraq War, but about the courage and discipline of Soldiers.

War by Sebastian Junger.

(New York, NY: Twelve; 2010). ISBN-10: 0446566977.

In *War* Sebastian Junger gives in depth insight into the reality of armed conflict—the fear, the honor and the trust among Soldiers. His on-the-ground account follows one platoon through a 15-month tour of duty in the most dangerous outpost in Afghanistan's Korengal Valley. Through the experiences of these young Soldiers at war, he shows what it means to fight, to face mortal fear and danger, to do one's duty with discipline and to standards.



RESEARCH FACT SHEET



Army Profession Survey II: Standards and Discipline • September 2012

Responses from the Force*

"What can Senior Army Leaders do to foster discipline and achieve and maintain standards of excellence within the Army?"

Consistently Uphold Standards:

- ✓ "Motivate Soldiers to make 'on the spot' corrections."
- ✓ "Don't tolerate bad performance, achieve the standards."

Lead By Example:

- ✓ "Provide accurate evaluations and coaching."
- ✓ "Not only lead by example, but correct those who do not."

Communicate:

- ✓ "Inform all regarding the expectations."
- ✓ "When making a correction, do so with respect for the individual."

Counsel and Mentor:

- ✓ "Senior Leaders need to take an active role in mentoring our junior leadership on how to develop discipline and uphold the standards."
- ✓ "Hold Soldiers accountable and teach them how to improve."

Focus on our Traditions:

- ✓ "Encourage Soldiers to know the Army's history and traditions."
- ✓ "Recommit to traditional Army customs and courtesies."

Maintain:

- ✓ "Keep doing what is 'right'."
- ✓ "Continue current efforts and don't cut corners."

Don't tolerate Unprofessional Conduct:

- ✓ "Don't tolerate substandard performance."
- ✓ "Leaders are trying to be friends instead of leading."

* Recommendations provided in the survey

Army Profession Survey II: Standards and Discipline

Standards are formal, detailed instructions—describable, measurable, and achievable. They provide a mark for performance to assess execution of a task. Discipline expresses what the Army Values require—willingly doing what is right. This includes all manner of performance in the conduct of duty and military bearing. In fact, Title 10 U.S. Code specifies "Standards of Exemplary Conduct" – prescribing that all commanding officers and others in authority: show in themselves a good example of virtue, honor, patriotism, and subordination; that standards of conduct be inspected with vigilance; that inappropriate practices be deterred and suppressed; and that Army Leaders must promote the morale, well-being, and general welfare of all. The Army Profession Survey II, sent to over 225,000 Army Professionals in all components (including the Army Civilian Corps) in November 2011, sought respondents' perspectives on the "State of Discipline and the Enforcement of Standards" within Army Units and Organizations. This included a free response question: "What can Senior Army Leaders do to foster discipline and achieve and maintain standards of excellence within the Army?" Over 20,000 responded to the Survey and this Fact Sheet summarizes the key findings.

Summary Findings

- Army professionals (68%) expressed a positive opinion concerning the state of discipline and standards in their duty environment.
- About 75% agreed that their units or organizations take pride in exceeding standards.
- Almost 70% agreed that their leaders and peers treat each other with respect.
- 78% recognized the importance of upholding standards throughout the Profession not only within their chain of command but also upholding standards across the installation.
- About 32% of those surveyed witnessed a lack of professional bearing in others.
- There was a negligible difference of opinion between men and women, a small difference in opinion among the components, and a medium difference in the mean scores between Senior Leaders and Army Civilians.

Discussion Points

- Do the leaders in your unit lead by example when it comes to discipline and standards? Do you?
- Is it every Army professional's responsibility to make "on the spot corrections," even with peers and subordinates outside their unit or organization?
- What can we do to more effectively communicate standards and develop military discipline throughout the Army Profession?
- Address/discuss some of the comments in the left column with your unit.