The U.S. Army as a Military Profession
(After a Decade Plus of War, and During a Defense Reduction)

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This briefing is: Unclassified
CAPE’s Evolution

Pre ACPME: Renewing the study of professions
- The idea of modern, competitive professions
- The US Military as a modern competitive profession

GEN Dempsey/TRADOC White Paper:
- The US Army - A Profession of Arms
- Army Soldiers as Experts and Professionals
- Army Ethic as the Core of the Profession's culture

Jun 2013 Doctrine:
- ADRP 1 The Army Profession

Army Doctrine: Soldiers and Army Civilian Corps are The Army Profession
- Five Essential Characteristics of the Army as Profession
- Certification by the 3C’s: Character, Competence, and Commitment

Army Ethic as basis for Honorable Service
- Character Development for Army Professionals
- Stewardship of the Army Profession
Discussion Agenda

- The Army as a Military Profession
- The Army’s New Doctrine of Profession
- The Army’s Professional Ethic
- The Current “Values to Virtues” Gap
• Within the Army Profession, the Army Civilian Corps is the latest to professionalize.
• The Army is not a profession because it says so! Profession is not even the default character of the Army.
• Junior leaders cannot make the Army a profession, but they must do their part. Primarily the Stewards must make the Army a profession – COLs, GS15s, GOs, SESs, and SGMs
• Professions are quintessentially human, and therefore moral institutions of expert work; using individual moral judgments! Requires Moral Courage!
• We have a “Values to Virtues” Gap; and, Beware: Builddowns bureaucratize!!
How can I be a Professional... if there is no Profession?

(an Army Major, 1999)
What professions do...

- Provide a vital service to the society which it cannot provide for itself, but must have to flourish...

- Work with expert (abstract) knowledge developed into human expertise... not routine or repetitive work... takes years of study and experiential learning...

- Earn and maintain the Trust of their society by the effective and ethical application of their expertise... the means of social control is the Ethic...

- Are, therefore, granted relative autonomy in the application of their art and expertise...
14 June 1775 – the American Continental Army

4 July 1776 – Declaration of Independence

15 November 1777 – Articles of Confederation

17 September 1787 – The Constitution

1880-1904 – The U.S Army professionalized

In 2014: 239 years an Army; 122 years a military profession
### Profession vs. Bureaucracy

<table>
<thead>
<tr>
<th>Category</th>
<th>Profession</th>
<th>vs.</th>
<th>Bureaucracy</th>
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</thead>
<tbody>
<tr>
<td>Expert knowledge</td>
<td>Non-expert knowledge</td>
<td>vs.</td>
<td>“You develop me”</td>
</tr>
<tr>
<td>Accepts life-long learning</td>
<td>“You develop me”</td>
<td>vs.</td>
<td>Routine situations</td>
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<tr>
<td>New situations</td>
<td>Routine situations</td>
<td>vs.</td>
<td>Work done by (all)</td>
</tr>
<tr>
<td>“Practice” by humans</td>
<td>Work done by (all)</td>
<td>vs.</td>
<td>SOPs; soft/hard ware</td>
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<tr>
<td>Unlimited personal liability</td>
<td>SOPs; soft/hard ware</td>
<td>vs.</td>
<td>Efficiency</td>
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<tr>
<td>Invests in humans first</td>
<td>Efficiency</td>
<td>vs.</td>
<td>Public market</td>
</tr>
<tr>
<td>Measure – effectiveness</td>
<td>Public market</td>
<td>vs.</td>
<td>Closely supervised</td>
</tr>
<tr>
<td>Trust relationship w/client</td>
<td>Closely supervised</td>
<td>vs.</td>
<td>None inherent</td>
</tr>
<tr>
<td>Granted some autonomy</td>
<td>None inherent</td>
<td>vs.</td>
<td>Externally imposed</td>
</tr>
<tr>
<td>Develops worldview</td>
<td>Externally imposed</td>
<td>vs.</td>
<td>Extrinsic motivations</td>
</tr>
<tr>
<td>Maintain ethos, self-policed</td>
<td>Extrinsic motivations</td>
<td>vs.</td>
<td>A job</td>
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<tr>
<td>Intrinsic motivations</td>
<td>A job</td>
<td>vs.</td>
<td></td>
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<tr>
<td>A life-long “calling”</td>
<td></td>
<td>vs.</td>
<td></td>
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</table>
Negotiated Jurisdictions of The Army Profession, 2014

“Deter and Assure” Forward

“Decisively Defeat” and “Deny”

“Sustain” CT Operations

“Defend the Homeland”

Develop Expert Knowledge

Develop Future Professionals with Expertise

Military-Technical

Moral-Ethical

Political-Cultural

Human/Leader Development
A Quintessential Act of Professional Practice

- Based on his/her expert knowledge...
- A member of the profession who is facing a new situation or task…
- Classifies the task (estimate/diagnosis), reasons about it (inferring from abstract knowledge applicable to the new task/situation), and then acts on it (execution/action).
- Follows the action, evaluating it for effectiveness and, ultimately, adaptations to...
- The profession’s body of expert knowledge and its jurisdiction of expert work
- The “practice”… the repetitive exercise of discretionary judgment, action, and follow-up… all decisions with high moral content
Professions offer two unique characteristics to the nation that bureaucratic organizations do not:

- **Expert Knowledge**
  - Professions create and expand expert knowledge while,
  - Bureaucracies (and businesses) apply the knowledge that professions have developed and discarded.

- **Social Control**
  - Professional ethics develops the most powerful means of controlling individual behavior in large groups that are functioning under ambiguous, chaotic and dangerous circumstances, such as war.
  - Bureaucratic controls, usually based on promotion and monetary rewards, have limited ability to control people in these situations.

Development of Soldiers and leaders who can make the right choices, and act on them effectively, during the heat of battle are essential to a successful American Army.
To be a Steward of the profession’s knowledge as well as its ethical and effective practice...

“When we first went there, we thought we would have a conventional fight, ….We had a conventional fight, which turned quickly into an insurgency that was compounded by terrorism … We were surprised by the changing tactics that we saw. We had no idea about the irregular aspect we were about to face. We didn’t recognize this was a possibility. And when we did recognize this, it took us too long to adjust.”

- General Ray Odierno, interview with Army Times, 19 September, 2011
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What We Learned During the 2011-12 Campaign

5 Essential Characteristics

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
Army Professional Identities within the new Doctrine

Honorable Servant – Professional of Character

Steward of the Profession – Professional of Commitment

Military Expert – Professional of Competence

The priority of developmental goals in 2014 must be character over commitment and competence! Being over Doing!
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Influences on the Culture and Ethic

- Functional Imperatives of the Profession
- National Culture: values, beliefs, and norms
- International Laws and Treaties

### Legal Foundations (codified)

#### 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 Land Warfare

#### Legal-Individual
- Oath of:
  - Enlistment
  - Commission
  - Service
- U.S. Code – Standards of Exemplary Conduct
- Uniform Code of Military Justice
- Rules of Engagement
- Soldier’s Rules

### Moral Foundations

#### Moral-Institutional
- The U.S. Declaration of Independence
- Just War Tradition
- Army Culture – “Can-do”
- Trust Relationships of the Profession

#### Moral-Individual
- Universal Norms:
  - Accepted Human Rights
  - Golden Rule of Interpersonal Behavior
- Creed & Mottos:
  - Duty, Honor, Country
  - NCO Creed, Civilian Creed
  - 7 Army Values
  - Soldiers Creed, Warrior Ethos
Framework of the Army Ethic

**Army as Profession**
(Values/norms for performance of collective institution)

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**Individual as Professional**
(Values/norms for performance of individual professionals)

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**Motivation of Obligation**

**Motivation of Aspiration**
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## Contradictions

### Army Ethic Ideals / Army Profession Practices / Institutional Army Regulations, Policies, Procedures, Practices

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<thead>
<tr>
<th>We Profess</th>
<th>We Observe</th>
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<tr>
<td>Army Values</td>
<td>Law, Regs, Policy, SOP</td>
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<tr>
<td>Uphold the Army Ethic</td>
<td>Bystander: look the other way</td>
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<tr>
<td>Transformational Leadership</td>
<td>Transactional Leadership</td>
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<tr>
<td>Character, Competence, Commitment</td>
<td>Pragmatism</td>
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<tr>
<td>Needs of the Army</td>
<td>Careerism</td>
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<tr>
<td>Professional Development</td>
<td>&quot;Ticket Punching and Check the Box&quot;</td>
</tr>
<tr>
<td>Innovation, Candor, Diversity</td>
<td>Standardization, Tact, Conformity</td>
</tr>
<tr>
<td>Honest Mistakes</td>
<td>Zero-Defects</td>
</tr>
<tr>
<td>Mission</td>
<td>Appearances</td>
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<tr>
<td>Priorities</td>
<td>Expediency</td>
</tr>
<tr>
<td>Assessment (Honest Reflection)</td>
<td>Cursory AAR (Avoid Conflict)</td>
</tr>
<tr>
<td>We are Citizen-Soldiers</td>
<td>We are different from Society</td>
</tr>
<tr>
<td>Army Profession =&gt; Soldier + Army Civilian</td>
<td>Focus =&gt; Active Duty</td>
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</table>
**Discretionary Judgments under Mission Command: Stages of Moral Processing**

**Moral Development:**
- Individual *Transformation* is Required
  - Capability, Ownership, & Confidence/Courage
- Moral Capacity can be *Developed*
- *Leaders* can lead such Transformations

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James Rest (1986)
The Struggle of Moral Motivations

"The Right Thing to Do"
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"We cannot expect to capture the imagination of combat-seasoned forces that have been in some of the most complex environments imaginable for almost a decade by sitting them in a classroom and bludgeoning them with PowerPoint slides. We must make the 'scrimmage' as hard as the 'game' in both the institutional schoolhouse and at home station."

-- General Martin E. Dempsey