

THE ARMY ETHIC WHITE PAPER

The Army has earned the trust of the American people as a professional organization and we must employ all necessary measures to preserve this confidence. We expect all of you to...demonstrate the character, competence, and commitment that are essential to the profession.

General John F. Campbell
34th Vice Chief of Staff, US Army

20 DECEMBER 2013

CENTER FOR THE ARMY PROFESSION AND ETHIC

MISSION COMMAND CENTER OF EXCELLENCE

U.S. ARMY COMBINED ARMS CENTER

U.S. ARMY TRAINING AND DOCTRINE COMMAND

DRAFT

Cover quote from General John F. Campbell, 34th Vice Chief of Staff, US Army; email,
Subject: Message to Army GOs in Joint Assignments; December 01, 2013 1:26 PM.

FOREWORD

This document identifies an omission in doctrine requiring our collective wisdom and judgment. This omission is not newly discovered, but it is of enduring importance. As the Army Profession prepares for the unknown challenges that lie ahead, we must commit to developing Army Professionals of *Character, Competence, and Commitment*.

Such development is essential for reinforcing *Trust* within the profession and with the American people. Since the founding of the Army in 1775, *Trust* is the constant. Regardless of future uncertainty, when it comes to *mission* accomplishment, one thing is certain: *Trust* remains the bedrock of our profession.

Professionals are guided by their ethic; a set of principles by which they practice, in the right way, on behalf of those they serve. This is their *identity*. Likewise, Army Professionals perform their *Duty* according to the Army Ethic. This is despite the fact that the Army Ethic does not exist in writing in a manner that is clear, concise, widely understood, and universally applicable. This cannot go on. Why?

As we continue further into the 21st Century, technology affords us the opportunity to conduct warfare with heretofore unknown weapons and unknown effects in the human domain. We must anticipate the ethical challenges associated with this uncertainty. In this regard we must be guided by our Army Ethic.

As our Army continues to be a reflection of our society, we must ensure that all those who join our ranks understand the Army Ethic. We are responsible for their professional development. This is a *Duty of Stewardship*, informed by the Army Ethic.

Finally, we cannot continue without a concept and strategy for the development of *Character* in Army Professionals. The concept and strategy must be informed by the Army Ethic. Otherwise, we continue to tolerate a gap between doctrine and capabilities. We must not allow the certification of Army Professionals in *Character*, a required attribute of every Army leader (ADRP 6-22), to remain *laissez faire*.

The intent of this paper is to identify and discuss the absence of an articulated Army Ethic. This White Paper does not articulate the Army Ethic. Rather, it recommends a solution. The Army Ethic emanates from our foundational heritage, beliefs, and traditions. The intent, therefore, is not to invent the Army Ethic, but rather to glean its fundamental nature - to synthesize and draw from previous expressions and prior works that collectively provide the content for a unifying, enduring, and comprehensive articulation of the Army Ethic.

An unwritten Army Ethic cannot guide the conduct of the Army Profession.

This White Paper accomplishes its purpose if it generates professional dialogue and a shared vision for why an articulated Army Ethic is essential. Your perspectives and recommendations will help achieve consensus on the way ahead.

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INTRODUCTION

The Army Ethic explains the nature of *Honorable Service*,* for the Army, both as an institution and as a profession, in the accomplishment of the *mission*. It expresses the standard and expectation for all of us to make right decisions and to take right actions in the performance of *Duty*, and in all aspects of our lives.

The Army Ethic explains *why* we conduct ourselves morally and ethically, instead of just explaining the *what* and *how* of professional service. It provides motivation and inspiration for each of us to perform our *Duty* in a manner worthy of the *Trust* of the American people and each other.

When people talk about the institutions that they trust...the United States Army is at the top of the list. Whether it is a man or woman in uniform or a Civilian...this is a team that needs to ensure that there is a mutual trust...so it is a very special relationship...forged over time....

John M. McHugh
21st Secretary of the Army

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The Army Ethic emphasizes and informs *Stewardship*: caring for and developing subordinates, peers, and leaders in *Character, Competence, and Commitment*; safeguarding and maintaining property; and exercising appropriate and disciplined use of resources.

The Army Ethic guides the *ethical* design, generation, support, and application of landpower, including regulations, policies, programs, procedures, practices, and systems.

Living by the Army Ethic strengthens our shared professional *identity*, drives *Character* development, and reinforces *Trust* -- among Soldiers, Army Civilians, Army Families, and with the American people.

Therefore, expressing the Army Ethic in doctrine is imperative.

The goal is an articulated, accessible, commonly understood, and universally applicable Army Ethic -- motivating *Honorable Service*, guiding and inspiring right decisions and actions. In turn, the Army Ethic will drive the *Concept and Strategy for Character Development*.

BACKGROUND

The present need to articulate the Army Ethic surfaced during the CY11 Army Profession Campaign. In April 2012, the Commanding General, TRADOC published the Army Profession Campaign Report. It provided findings and recommendations related to the status of the Army Profession after more than a decade of continuous armed conflict.²

Among its findings, Soldiers and Army Civilians asked for an expression of the nature of our profession, the Army Ethic, and the doctrinal concepts and principles that clarify our identity and roles. Specifically, members across the profession noted that no single document exists to identify and define the Army Ethic.³

In response, ADP 1 – *The Army*, September 2012, included a new chapter entitled, *Our Profession*. It identified *Trust* as the foundation for our relationship with the American people and for successful

* Throughout this paper, words or expressions in *Italics* have an operational meaning within the lexicon of the Army Profession. They must be commonly understood and consistently applied in the practice of our profession.

accomplishment of the *mission*.⁴ Subsequently, for the first time, a supporting ADRP 1 – *The Army Profession* was released on 14 June 2013.

This doctrine describes Army culture and the Army Ethic as the foundation for developing the moral identity of Army Professionals. It notes that the essential characteristic *Trust* is based on adherence to the Army Ethic in the performance of *Duty* and in all aspects of life.⁵

The people entrust ... the lives of their children to soldier in our ranks. They trust that the Army will not waste those precious resources This *sacred trust* defines the bond between our Nation and its Soldiers.

[Those] who display questionable characteristics, such as double standards, evidence of unfaithfulness, or even disregard for law... create an environment of mistrust. There can be no equivocation of trust; it either exists or it does not.

General Robert W. Cone
Commanding General, TRADOC

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Army doctrine further recognizes that the Army Ethic is informed by law, Army Values, beliefs expressed in Codes and Creeds, and is embedded within our unique Army culture.

Our ethic embodies fundamental precepts that enable us to understand the purpose of our lives in *Honorable Service* to the Nation. It notes that ethical practices are *the* professional standard and that unethical practices must not be tolerated.

Being an [Army Professional] means a total embodiment of the Warrior Ethos and the Army Ethic. Our Soldiers need uncompromising and unwavering leaders. We cannot expect our Soldiers to live by an ethic when their leaders and mentors are not upholding the standard.

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

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PROBLEM

Although ADRP 1 offers a definition of the Army Ethic, it does not fully describe the Army Ethic so that it is accessible, commonly understood, and universally applicable throughout the Army Profession. This does not mean that the Army Profession lacks an ethic. However, we remain without a single document that clearly expresses *why* and *how* the Army Ethic motivates and inspires *Honorable Service* as reflected in our decisions and actions.⁸ **This omission must be redressed.**

RISK

Failure to publish and promulgate the Army Ethic *in doctrine*:

- Compromises our ability to develop and certify the *Character* of Army Professionals, essential to *Trust*;
- Neglects the explicit inclusion of moral and ethical reasoning, informing Army Values-based decisions and actions under Mission Command;
- Concedes that legalistic, rules-based, and consequential reasoning dominate Soldier and Army Civilian decisions and actions;
- Permits the continuation of dissonance between our professed ethic and nonconforming institutional policies and practices;
- Continues misunderstanding among the Army Profession cohorts concerning the vital role that each plays in ethically accomplishing the Army *mission*, and;
- Fails to inspire shared professional *identity* and expression of our *Duty* to uphold ethical standards.

DISCUSSION

The imperative of the Army Ethic is not new. Its influence on the conduct of our *mission* and the performance of *Duty* is evident in the guidance of General Washington and Congress to the Continental Army. “In 1776, American leaders believed that it was not enough to win the war. They also had to win in a way that was consistent with the values of their society and the principles of their cause...It happened in a way that was different from the ordinary course of wars in general. In Congress and the Army, American leaders resolved that the War of Independence would be conducted with a respect for human rights, even for the enemy.”⁹ Decades later, in 1863, the Commander in Chief, President Lincoln, promulgated the *Lieber Code* to guide the conduct of the Union Army in the Civil War.¹⁰ Even later, as the American Army entered World War I, General John J. Pershing found it necessary to publish guidance concerning the conduct of his Officers and Soldiers.¹¹

Following World War II, General George C. Marshall asked Brigadier General S.L.A. Marshall to write The Armed Forces Officer. He believed all services needed to base their professional commitment on a common moral-ethical foundation, providing guidance on conduct, standards, and *Duty* for the American military.¹² Today, the current edition continues to instruct all services regarding the fundamental moral-ethical requirements of serving in the Armed Forces of the United States. The philosophy unites the uniformed services in their common calling of supporting, defending, and upholding the Constitution in service to our country.¹³

Over forty years ago, as the Army transitioned from the Vietnam War, the *Study on Military Professionalism* recognized there can be no tension between *mission* accomplishment and professional ethics.¹⁴

In 1986, then Chief of Staff of the Army General John A. Wickham, Jr. published DA Pam 600-68 – *The Bedrock of Our Profession*, which addressed the “Professional Army Ethic.”¹⁵ This document was not updated with the promulgation of Army Values and it has expired.

In 1998, then Chief of Staff of the Army General Dennis J. Reimer directed that FM 22-100, *Army Leadership* include the essential nature of Army Values in guiding the decisions and actions of Army Professionals.

Values are at the core of everything our Army is and does.

Army Values form the foundation of character. ... These values tell us what we need to be in every action we take. They are non-negotiable and apply to everyone all the time in every situation.

General Dennis J. Reimer

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This sentiment endures. As affirmed in *The United States Army Operating Concept*, the Army Values serve as our guide about our *covenant* with the American people.¹⁷ The principle underlying this observation is emphasized in FM 3-24, *Counterinsurgency*, “The Nation’s and the profession’s values are not negotiable. Violations are not just mistakes; they are failures in meeting the fundamental standards of the [Army Profession].”¹⁸

In December 2010, then TRADOC Commander, General Martin E. Dempsey, distributed an Army White Paper on *The Profession of Arms*.¹⁹ This paper, intended to facilitate dialogue, was neither definitive nor authoritative. It served as the catalyst for the CY 11 Profession of Arms Campaign (later renamed the Army Profession Campaign). In February 2012, the Army Civilian Corps released its own White Paper recognizing the importance of Army Civilians as vital members of the Army Profession.²⁰ A few months later, as Chairman of the Joint Chiefs of Staff, General Dempsey issued another White Paper on *America’s Military – A Profession of Arms*.²¹ In common, all of these works cite the importance of an ethic in guiding the decisions and actions of Army Professionals. **However, none attempted to express the ethic in a manner that was complete and applicable to all Soldiers and Army Civilians.**

A code of ethics ... cannot be developed overnight by edict or official pronouncement. It is developed by years of practice and performance of *Duty* according to high ethical standards. It must be self-policing. Without such a code, a professional Soldier or a group soon loses its *Identity* [emphasis added] and effectiveness.

SMA Silas L. Copeland
3rd Sergeant Major of the Army

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In the past thirty years, many Army Professionals have published theses, journal articles, and reports reflecting their concerns and recommendations for improving both the expression of and commitment to living by appropriate ethical principles in the practice of our profession.

In 1985, then Major Linda Ewing wrote that there is an objective, logical, and principled nature to the values that framed our nation; and these remain inherent within our [Army] ethic.²³ Citing her work in his own thesis, then Major Martin E. Dempsey, discussed the imperative of *Duty* within the Army Ethic. He expressed the concern that *Duty* is not well defined, and therefore not well understood and applied in the conduct of the *mission* and in shaping the *identity* of Army Professionals.²⁴

In November 1991, Dr. James T. Johnson wrote a review of Moral Issues in Military Decision Making, authored by now retired Brigadier General Anthony E. Hartle. Dr. Johnson noted that much had been written about the concept of professional military ethics, but that these collective writings lacked sufficient commonality to define the ethic coherently and systematically. He observed that General

Hartle’s book made a substantive contribution to providing that synthesis. However, in his opinion, it did not concisely and clearly articulate the Army Ethic.²⁵

Nineteen years later, reflecting on the importance of such an expression, the 36th Chief of Staff of the Army, General W. George Casey Jr. explained his decision to create the Army Center for the Professional Military Ethic, at West Point [now the Center for the Army Profession and Ethic (CAPE)]. General Casey charged CAPE with the *mission* “to create and integrate knowledge about our ethic.”²⁶ He believed that our Army Ethic was essential to the development of leaders who make ethical decisions and “demonstrate the confidence and courage to do what is right.”²⁷

Today, the Army Ethic remains a concept, described as the, “...set of laws, values, and beliefs...within the Army culture....” motivating and guiding the conduct of Army Professionals in a common moral purpose.²⁸ This description is little advanced from observations made in 2009 by Dr. Don M. Snider, et al. regarding “The Army’s Professional Military Ethic in an Era of Persistent Conflict.” The purpose of their monograph was to provide a framework within which scholars and practitioners could discuss the various aspects of the Army’s Ethic. They observed that such discussion is especially challenging because the Army lacks common models and language for this dialogue.

Current Army doctrine and scholarly research do not provide a construct for examining the Army Ethic.

COL (R) Don M. Snider, Ph.D., MAJ Paul Oh, MAJ Kevin Toner ²⁹

In September 2012, LTC Clark C. Barrett suggested “The Right Way” to establish an Army institutional Ethic. His thesis is that the “frameworks” the Army has adopted only imply, they do not explicitly state an Army Ethic. He proposes an integration of the disjointed and disconnected Army ethical prescriptions. He further emphasizes that the Army Ethic plays a key role in shaping the Character Development of Army Professionals.³⁰

Colonel Brian Michelson, in his USAWC Strategy Research Project, argues that the Army Profession’s concept for developing *Character* is ineffective. It is compromised because Army doctrine does not explicitly articulate the Army Ethic. Hence, the Army Profession does not have a consensus strategy for *Character Development*. His conclusion is that our approach is *laissez faire*.³¹

Colonel John A. Vermeesch, writing in *Military Review*, offered his conclusion that the Army Profession is challenged by the lack of *Character Development* systems. In redressing this condition, he recommends paying particular attention to moral and ethical reasoning. He believes a well-designed and implemented strategy for Character Development will strengthen professional *identity* and enhance appreciation for and application of Army Values.³²

Similar concerns and expectations exist for Army Civilians. Brigadier General (Retired) Volney Warner, President of the Army Civilian University, and Ms. Natalie Liu Duncan stated in their 2011 “Army Civilians – Professionals by Any Definition,” *Military Review* article, “As government professionals Army Civilians have obligations to the highest standards of performance and accountability to high ethical standards.”³³

In the Army Civilian White Paper (2012), the authors noted that all Army leaders must be the living embodiment of the Army Ethic. The Army Ethic enables *Trust* externally with the American people and internally within the ranks. They affirmed that Army Civilians, “...share the same Army Values, profess and embody the same Army Ethic, and maintain the same *mission-focus*.”³⁴ Thus, all Army education for Soldiers and Army Civilians requires an articulated Army Ethic in order to support a holistic concept and strategy for *Character Development*.

Recognizing this decades long omission in doctrine and strategy, Lieutenant Colonel Brian Imiola and Major Danny Cazier, of the US Military Academy, Department of English and Philosophy, recommended in their *Military Review* article that we get “on the road” and articulate our Army Ethic. Their position, echoing the point previously made by Major Ewing, is that the Army Ethic must be expressed as enduring principles. They emphasize that these principles must be “internalized, not merely memorized.”³⁵ In a more recent article, Lieutenant Colonel Imiola restates this view and concludes, “Up to this point the Army has failed to adequately express such an ethic.”³⁶

Within the Army Profession, described in ADP 1/ADRP 1, the Army Ethic is integral to *Military Expertise* (Competence), *Honorable Service* (Character), *Stewardship* (Commitment), and *Esprit de Corps* (Winning Spirit and Morale); without these, *Trust* fails. However, with an articulated and understandable Army Ethic, we can sustain the moral-ethical *ethos* within our Army culture. Thus, the Army Ethic should drive *Character Development* and inform certification of Army Professionals.

Reputation is what people think you are; *Character* is what you are.

We build *Character* ... in order for us to withstand the rigors of combat and resist the temptations to compromise our principles. ... [We] must have the intestinal fortitude to carry out [our] *Duties* and to do what is right for our Soldiers and our Army.

SMA Glen E. Morrell
7th Sergeant Major of the Army

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Properly expressed, the Army Ethic explains *Character* and how this quality is reflected in decisions and actions. The ethic informs the identity of Army Professionals (Soldiers and Army Civilians) in providing loyal and *Honorable Service* to the Nation. It explains *why* ethical conduct is the standard, *why* unethical practices are not tolerated, and provides motivation for *upholding* Army Values. The ethic also explains *what* is expected in ethical conduct of the *mission*, in the performance of *Duty* and in all aspects of life. Thus, it inspires Army Professionals’ dedication to continuous development in *Character*, *Competence*, and *Commitment*.

VISION

The Army Ethic:

- **Informs and inspires Army Professionals in making right decisions and taking right actions in the conduct of the *mission*, in the performance of *Duty* and in all aspects of life.**
- **Drives *Character* Development and Professional Certification.**
- **Inspires shared professional *identity*.**
- **Guides the Army Profession in the ethical design, generation, support, and application of landpower (*Honorable Service* in defense of the American people)**
- **Motivates *Stewardship* of the Army Profession.**

Our *mission* is to publish and promulgate the Army Ethic in order to strengthen professional *identity*, drive Character Development and reinforce *Trust* among Soldiers, Army Civilians, Army Families, and with the American people. Key facts that inform *mission* accomplishment include:

The Army Ethic:

- **Is not officially, concisely expressed and there is inconsistent understanding among Army Professionals; the principles underlying our oaths, creeds, values, and virtues, must be integrated within a holistic Army Ethic.**
- **Embraces American values embodied in the Declaration of Independence and the Constitution.**
- **Expresses the nature of *Honorable Service* and the mandate to uphold Army Values.**
- **Guides the ethical design, generation, support, and application of landpower.**
- **Must inform regulations, policies, doctrine, programs, systems, practices, and procedures.**
- **Must be accessible, understandable, and applicable to all members of the Army Profession; it must provide ethical guidance for decisions and actions attendant to the conduct of *Duty*.**

To accomplish this *mission* we make two fundamental assumptions. First, that the Army Ethic does exist, but must be concisely and clearly expressed so that it is accessible, commonly understood, and applicable throughout the profession. This assumption is warranted based upon the extensive literature discussing the ethic and its framework as expressed in ADRP1. Second, upon taking their Oath members of the Army Profession voluntarily relinquish some of their rights as American citizens. This includes the right to make decisions or take actions that conflict with the Army Ethic.

The origins and foundation for the Army Ethic include a philosophical heritage, based upon the writings of prominent Greeks and Romans; a theological heritage, based largely upon Judeo-Christian writings and teachings; and a cultural and historical heritage -- for example, our tradition of the Citizen-Soldier and the All-Volunteer Army. These foundations are enshrined in the Preamble to the Constitution and our Bill of Rights. They are also reflected in US Code (e.g., Titles 5, 10, 32; Uniform Code of Military Justice; treaties; status of forces agreements; and the Law of Armed Conflict). They are further expressed in our oaths and creeds.

It all begins with the oath of office. The “profession and ethic”...are inseparable. The oath clearly brings this out. Military professionals incur moral responsibilities, including adherence to treaties governing the ethical application of landpower and respecting the rights of persons. When we take this oath, we are making a...commitment to abide by the values and interests of the American people. We are pledging ourselves to the ethical foundation of our profession and that of the Nation.

LTG Robert L. Caslen, Jr.
Superintendent, US Military Academy

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Beyond the law, these ethical and moral principles are expressed in the Declaration of Independence, Western Just War Tradition, the United Nations Declaration of Human Rights, universal norms (e.g., Golden Rule), Army Values, Creeds, and Mottos.

The Army Ethic must have a pervasive influence throughout the Army Profession. This includes the *Essential Characteristics*, operations (e.g., Mission Command), the institution (e.g., Education and

Training), and Army Culture. It motivates and inspires shared professional *identity* and an appreciation for the complementary roles of each cohort. When doctrinally captured, it serves as the foundation for the concept and strategy for *Character Development* and provides ethical standards for certification in *Character*.

Expectations for Army Professionals

The Army Ethic informs, motivates, and inspires Army Professionals to:

- **Seek to discover the truth, decide what is right (ethical, effective, efficient), demonstrate the *Character, Competence, and Commitment* to act accordingly.**
- **Live by the Army Ethic in the conduct of the *mission*, in the performance of *Duty* and in all aspects of life.**
- ***Stand Strong as Stewards* of the Army Profession to uphold the Army Ethic -- prevent misconduct and do what is right to stop unethical practices.**

Army Professionals, Soldiers and Army Civilians, espouse our ethos by living Army Values.

ADP 1, *The Army*

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The Army Ethic informs the conduct of Army operations as described in Army Doctrine, and applies equally to all environments. In the conduct of our *mission*, the Army Ethic supports *Unified Land Operations* (ADP 3-0), through its contribution to the professional development of all Army leaders in the ethical design, generation, support, and application of landpower.⁴⁰

The *Operations Process* (ADP 5-0) and *Mission Command* (ADP 6-0), recognize that military operations are foremost a human undertaking. In this regard, Army Professionals comply with applicable U.S. law, treaties, and host nation agreements. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement.⁴¹ Thus, performance of *Duty* is unacceptable if it violates the standard of legal and regulatory norms. Beyond that minimum expectation, Army Professionals' decisions and actions must also reflect the moral foundations of the Army Ethic. In doing so, Army Professionals uphold the ethical principles guiding the use of force on behalf of our Nation.⁴² This is a tenet of *Honorable Service* revealing an omission in operations doctrine. Those principles of application include "critical and creative thinking," yet are silent on the imperative of ethical reasoning in the decision process.⁴³

Mission Command requires an environment of mutual *Trust*, shared understanding, prudent risk, and disciplined initiative. "Trust is assured reliance on the character, ability, strength, and truth" of another.⁴⁴ Thus, we earn *Trust* by upholding the Army Values and exercising ethical leadership, consistent with the Army's leadership principles. Further, mission command is enabled through *Stewardship*, an ethical *Duty* of Army Professionals.⁴⁵

In the Foreword to ADP 6-22 *Army Leadership* General Odierno writes, "Leadership is paramount to our profession. It is integral to our institutional success today and tomorrow.....our Army requires...leaders of character."⁴⁶ He quotes General Omar Bradley, who observed, "Leadership in a democratic army means firmness, not harshness; understanding, not weakness; generosity, not selfishness; pride, not egotism."⁴⁷

Good training gives Soldiers confidence in their abilities and the abilities of their leaders, forges the requisite level of adaptation, Army-wide, and increasingly to be gained by “trust (emphasis added) and allows the unit to adapt readily to new and different missions.”⁴⁸ This perspective resonates with the earlier guidance provided by Major General John M. Schofield regarding discipline and Soldiers of a free nation:
...the opposite manner and tone of voice cannot fail to inspire in the Soldier no feeling but an intense desire to obey, while the spirit in the breast of the commander.

Major General John M. Schofield
Address to the US Corps of Cadets
US Military Academy
August 11, 1879

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These exemplary Army leaders confirmed that *Respect*, an Army Value, integral within the Army Ethic, is necessary to accomplish the *mission*.

Leaders of *Character* must live by the Army Ethic, adhering to Army Values. This *Commitment* is inherent within their professional *identity* and demonstrated in the example they set for others.⁴⁹ *Character* is required of a leader, recognized in the Leadership Requirements Model (ADP 6-22) and for professional certification (ADP 1).⁵⁰

The U.S. Army Learning Concept for 2015 discusses an Army learning model that develops Soldiers and leaders capable of meeting the challenges of operational adaptability in an era of persistent conflict.⁵¹ In order to support such leader development, the Army Learning Model (ALM) must include critical, creative, and *ethical* thinking in its design and implementation. Otherwise, it will not fully serve its purpose, as clearly stated in *The Army Capstone Concept*.

[Redacted]

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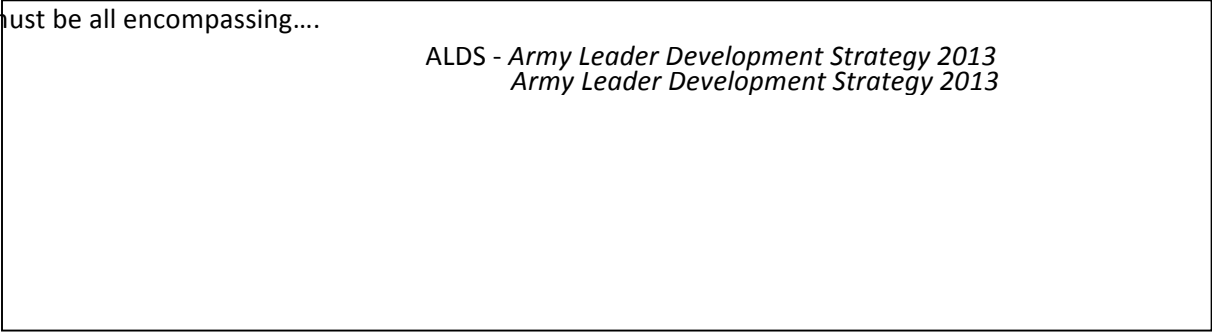
We cannot expect that Army Professionals will be worthy of *Trust* -- through consistent demonstration of *Character*, *Competence*, and *Commitment* -- without explicit programs to provide for their professional development. Such programs, including education, training, experience, and opportunities for self-development are a professional expectation within the institutional Army. The Army doctrine on training of units and developing leaders provides the rationale.

[Redacted]

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This observation reveals that “good training” provides for *Competence* (the ability to perform *Duty* to *Standard*) and *Character* (the *Commitment* to perform *Duty* in accord with the Army Ethic).

Leader development **Reinforce the Army Profession and the 21st Century**—founded in Army Values—that grows Soldiers and Army Civilians into **competent, committed** professional leaders of character. Leaders of character are those who, through the state-of-the-art training, education, and experiences acquired through their operational and professional development, must foster and demonstrate professional development and progress. Soldiers, leaders, and family members understand the Army's mission and the challenges of the 21st century. The recently published *Army Leader Development Strategy 2013* (ALDS) is guided by the imperative to develop **Competent and Committed Leaders of Character**. The Army Ethic is the foundation of the Army's professional development strategy. It must be all encompassing....



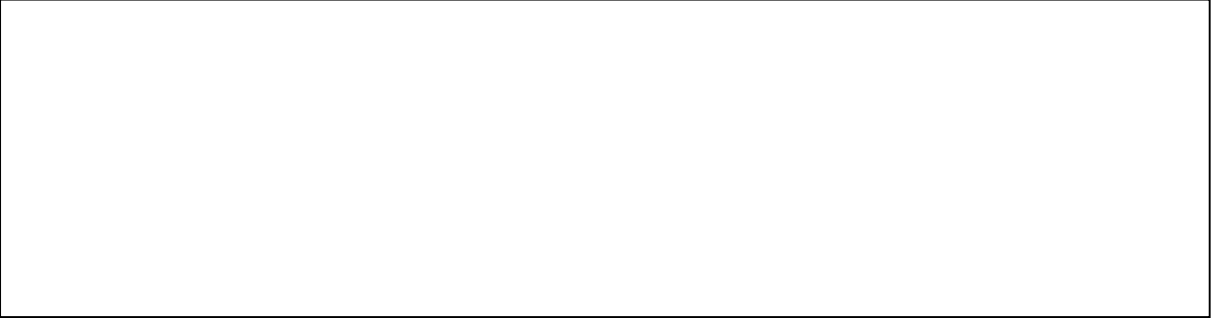
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The Army Ethic is central to achieving this goal. The ALDS notes that, “Mastering the fundamentals is a professional obligation and provides the basis by which Army leaders operate *effectively* [emphasis added] in the joint, interagency, intergovernmental, and multinational (JIIM) environment.”⁵⁶

Recognizing the importance of operating *ethically*, as well as *effectively*, makes articulating the Army Ethic imperative. The strategy continues, “The leaders we develop today will meet the security challenges of tomorrow. Our organizations will be judged by the performance of leaders serving in areas where *critical thinking skills* [emphasis added] are essential.”⁵⁷ Explicitly including the imperative of *ethical reasoning* highlights the need for an articulated Army Ethic. Recognizing this critical component of leader development is particularly relevant to future challenges, especially those created by emerging technologies.

Joint Doctrine addresses moral and ethical considerations in decision making and in the application of force, embedding moral action within the “Center of Gravity”. It recognizes that legitimacy, which can be a decisive factor, is based on the legality, morality, and rightness of actions.⁵⁸

The *Art of Joint Command* includes, “The combination of courage, ethical leadership, judgment, intuition, situational awareness, and the ability to consider contrary views gained over time through training, education, and experience helps commanders make difficult decisions in complex situations.”⁵⁹ Replacing the word “difficult” with the word “right” (ethical, effective, and efficient) redresses an ambiguity (what makes a decision “difficult”) and provides the opportunity to focus on making *right* decisions and taking *right* actions.



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This ALDS goal directly supports the strategic vision of, “An Army of competent and committed leaders of character with the skills and attributes necessary to meet the challenges of the 21st Century.”⁶¹ Realization of this vision depends upon an articulated, accessible, commonly understood, and universally applicable Army Ethic.

CONCLUSION – SOLUTION

Articulating and living by the Army Ethic:

- Fulfills our *Duty* to continuously develop *Military Expertise* throughout the Army Profession.
- Defines *Honorable Service* in the *ethical*, effective, and efficient conduct of the *mission*.
- Strengthens professional *identity* and *Esprit de Corps*.
- Provides *Stewardship* of our people and resources.
- Reinforces *Trust* within the profession and with the American people.
- Drives *Character Development* for the Army.
- Is essential to Mission Command.

Failure to publish and promulgate the Army Ethic *in doctrine* continues an omission, which compromises the development and conduct of our future force.

Therefore, to motivate, inspire, and inform the development of Army Professionals in *Character*, *Competence*, and *Commitment* we must articulate and promulgate the Army Ethic.

The Center for the Army Profession and Ethic, as the Army modernization proponent (AR 5-22) for the Army Profession, Army Ethic, and Character Development, will lead a cooperative effort to articulate and publish the Army Ethic, NLT 14 Jun 2015, the Army's 240th Anniversary.

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- ¹ McHugh, John M., HON, in paraphrase from interview in CAPE *Trust* Instructional Video FY14 America's Army – Our Profession, "Stand Strong," <http://cape.army.mil/aaop/trust/>; Discussion Guide: 9; http://cape.army.mil/repository/Discussion%20Guides/Trust_Theme_Video_Discussion_Guide.pdf (accessed 19 Dec 13).
- ² Army Profession Campaign-Annual Report-April 2012: General Cone Introduction, 6, 14, 15.
- ³ Army Profession Campaign-Annual Report-April 2012: 6, 14.
- ⁴ ADP 1, *The Army* (Washington, DC, 17 September 2012): 2-1 – 2-9 (Chapter 2). Hereafter referred to as ADP 1, *The Army*.
- ⁵ ADRP 1- *The Army Profession*, (Washington, DC, 14 June 2013): Preface, pg iii, 2-3 - 2-5.
- ⁶ Cone, Robert W., GEN, "Enduring Attributes of the Profession: Trust, Discipline, Fitness," *Military Review - The Profession of Arms Special Edition* (Sep 2011): 6.
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