The Army Profession

Author’s DRAFT
Not for Implementation

1 February 2019

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Headquarters, Department of the Army
Foreword

Our Nation’s founders created a republic in which citizens of character work together to establish justice, ensure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty. As a result of their vision, decisions, and actions, our Nation is a model of freedom and democracy throughout the world.

Protection of our way of life requires constant vigilance. Each generation inherits not only the rights and privileges of being an American, but also the responsibility to defend the Constitution against all enemies, foreign and domestic. Since 1775, our Army’s vital, enduring role has been to fight and win our Nation’s wars. Today, we must be ready to exercise mission command in the conduct of multi-domain operations across the spectrum of conflict, especially in the face of peer competitors who threaten our freedoms and National interests.

By design, our Army has a dual nature. It is both a military department of government and a military profession. Both are essential to accomplish the mission. However, it is the Army Profession that forges the special bond of trust and confidence with the American people.

The Army Profession is defined by its essential characteristics: Trust, Honorable Service, Military Expertise, Stewardship, and Esprit de Corps. The members of the Army Profession, Soldiers and Army Civilians, create and strengthen the internal bonds of mutual trust that enable cohesive teamwork in the exercise of mission command.

In accomplishing our missions, performing our duties, and in all aspects of life we reinforce mutual trust and cohesive teamwork through consistent demonstration of character, competence, and commitment. These qualities are developed within all aspects of professional and leader development through training, education, and experience.

This revision of Army Profession doctrine includes a new chapter describing how we will deliberately provide for character development throughout our careers. This intent requires Army leaders at all levels to fulfill their responsibilities to develop character within themselves and others. Strategic leaders strengthen the Army Culture of Trust, organizational leaders establish professional climates, and direct leaders inspire and motivate us to embrace our shared identity.

We pursue a noble calling and contribute honorable service within the joint community and with other government agencies that dedicate themselves to defending the Nation. At the same time, we are citizens whose decisions and actions exemplify the ideals of the Army Ethic. In living by and upholding the Army Ethic, we are Trusted Army Professionals.

Mark A. Milley
General, U.S. Army

Mark T. Esper
Secretary of the Army

Chief of Staff
# The Army Profession

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Preface

ADP 1-1, *The Army Profession*, describes the Army Profession, the Army Ethic, and Character Development. It explains the Army’s dual nature as a military department of the United States Government and a trusted military profession. It defines two mutually supporting communities of practice: the Profession of Arms (Soldiers) and the Army Civilian Corps (Army Civilians). It identifies the essential characteristics of the Army Profession: *Trust, Honorable Service, Military Expertise, Stewardship*, and *Esprit de Corps*. It discusses the certification criteria for Soldiers and Army Civilians in character, competence, and commitment. It describes the Army *Culture of Trust, Professional Organizational Climates*, and our shared identity as *Trusted Army Professionals*. Army culture, organizational climate, and identity are shaped by the Army *Ethic*, which guides the decisions and actions of Soldiers and Army Civilians at all levels of leadership. By including the doctrinal description of character development within training, education, and experience, we close a gap, identified by the Army’s capabilities needs analysis process, in our collective understanding of the mutually supporting and interdependent nature of leader responsibilities, at all levels, to develop character within themselves and others.

The principal audience for ADP 1-1 is all members of the Army Profession. Commanders and staffs of Army headquarters serving as a joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine. Army leaders at all levels, including trainers and educators, should use this publication as the foundation for instruction on the Army Profession, the Army Ethic, and character development of Soldiers and Army Civilians. Integration of Army Profession doctrine, application of the Army Ethic, including Army Values, in decisions and actions, and character development should be inherent within all aspects of training, education, and operations.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international, and host-nation laws and regulations. Commanders at all levels ensure their Soldiers and Army Civilians operate in accordance with the law of war and the rules of engagement (see FM 27-10).

This publication contains copyrighted material.

ADP 1-1 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ADP 1-1 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Upon first use, terms and definitions for which ADP 1-1 is the proponent publication are boldfaced in the text.

ADP 1-1 applies to the Active Army, Army National Guard/Army National Guard of the United States, United States Army Reserve, and Army Civilian Corps, unless otherwise stated.

The proponent of ADP 1-1 is the United States Army Combined Arms Center. The preparing agency is the Center for the Army Profession and Leadership, United States Army Combined Arms Center. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (ADP 1-1), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil; or submit an electronic DA Form 2028.
LOGIC MAP TBP
See Narrative
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America’s Army—Our Profession

(NARRATIVE SUPPORTING LOGIC MAP – TBP, PAGE VI)

The Army Profession is a trusted vocation of volunteer Soldiers and Army Civilians who answer a calling to honorable service in support and defense of the Constitution and the rights and interests of the American people. [Definition]

The American people trust the Army Profession to accomplish the mission “fight and win our Nation’s wars,” in the right way. Trust with the American people is earned as the Army Profession contributes: Honorable Service, Military Expertise, Stewardship of its people and resources, and Esprit de Corps—“Winning Spirit.” [Essential Characteristics of the Army Profession]

The Army Profession includes Soldiers, in all components, serving in the Profession of Arms; and Army Civilians, in the Department of the Army, serving in the Army Civilian Corps. [Communities of Practice]

Within the Army Profession, Soldiers and Army Civilians share their identity as Trusted Army Professionals who are honorable servants in defense of the Nation, Army experts in performance of duty, and responsible stewards of the people and resources entrusted to their care. [Shared Identity and Roles]

The Army Ethic, including Army Values, guides the Army Profession and Army professionals in accomplishing the mission, performing duty, and in all aspects of life—including the virtual world and when using social media. The Army Values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage are embedded within the Army Ethic. [The Army Ethic, including Army Values]

Strengthening Trust with the American people and the shared identity of Trusted Army Professionals depends on an Army Culture of Trust, Professional Organizational Climates, and the exercise of mission command at all levels of leadership—strategic, organizational, and direct. [Professional and Leader Development]

To prepare Army leaders to fulfill their responsibilities, the Army Profession develops and certifies Soldiers and Army Civilians in character, competence, and commitment, through career-long training, education, and experience. When Army professionals consistently demonstrate these qualities they strengthen mutual trust and cohesive teamwork, enabling mission command. [Certification of Army Professionals].
Introduction

As Trusted Army Professionals—Soldiers and Army Civilians—we are honorable servants in defense of the Nation, Army experts in performance of duty, and responsible stewards of the people and resources entrusted to our care. By oath, we “bear true faith and allegiance to the Constitution.” This duty requires a foundation of trust with the American people, reinforced as the Army Profession contributes honorable service, military expertise, and stewardship, with enduring esprit de corps. Within the Army Profession, we earn and sustain mutual trust by living the Army Ethic and consistently demonstrating character, competence, and commitment. We make right decisions and take right actions. (AR 600-100) A decision and action is right if it is ethical (consistent with the moral principles of the Army Ethic), effective (likely to accomplish its purpose, accepts prudent risk), and efficient (makes disciplined use of resources).

Chapter 1 discusses the nature of the Army as a trusted military profession and a national military institution, established by Congress, within the Department of Defense. Professions exhibit essential characteristics, are guided by their ethic, and professionally develop and certify their members.

Chapter 2 articulates the Army Ethic, the Heart of the Army, as the inspiration for our shared identity as Trusted Army Professionals. The moral principles of the Army Ethic are inherent within the Army Culture of Trust, shape Professional Organizational Climates, and inform our decisions and actions. The Army Ethic guides us in accomplishing the mission, performing duty, and in all aspects of life.

Chapter 3 addresses a gap in our shared understanding of how the Army Profession provides for character development within leader and professional development and cites the responsibilities of Army leaders at all levels—strategic, operational, and direct. (see references for a full discussion of Human Dimension, Capability Needs Analysis Gap #501028) For the Army, character development begins with recruiting Soldiers and attracting Army Civilians to join the Army Profession as a calling to honorable service. The developmental process continues through sequential and progressive training, education, and experience, culminating in honorable separation or retirement. Consistent with the concept of Soldier for Life, honorably separated and retired Army professionals continue to serve their communities and the Nation, guided by the Army Ethic, throughout their lives.

Chapter 4 addresses Trust as the foundation for the Army’s relationship with the American people and for the successful exercise of mission command. External trust is earned as the Army demonstrates its essential characteristics. Internal, mutual trust depends on consistent demonstration of character, competence, and commitment by all Army professionals.

Chapter 5 explains that Honorable Service is reflected in conduct of the mission and performance of duty in accordance with the Army Ethic. Honorable Service requires that our decisions and actions are right (i.e., ethical, effective, and efficient). In contributing Honorable Service, we reinforce bonds of trust with the American people and with each other.

Chapter 6 provides an overview of Military Expertise as the ethical design, generation, support, and application of landpower, primarily in multi-domain operations, and all supporting capabilities essential to accomplish the mission and successfully perform our duty. This core competency enables the Army to accomplish its missions across the full spectrum of multi-domain operations as an essential element of the Joint Force. Military Expertise includes four fields of professional knowledge: leader and human development; moral-ethical factors and reasoning; geo-cultural and political understanding; and military and technical excellence.

Chapter 7 recognizes Stewardship as the collective and individual duty of all members of the Army Profession to care for our people—the Army Family—and the resources entrusted to us by the American people. Stewardship is the responsibility of Army leaders at all levels to ensure the Army remains a trusted military profession, both today and for tomorrow.
Chapter 8 explains the nature of Esprit de Corps, the Army’s “Winning Spirit,” as the essential characteristic enabling perseverance to accomplish the mission, in the right way, through adversity, challenges, and setbacks. Esprit de Corps exists at all organizational levels and supports collective and individual morale, commitment, and readiness.

Appendix A illustrates how Army Values are inherent within the Army Ethic.

Appendix B identifies official Oaths, Creeds, and Norms of Conduct within the framework of the Army Ethic.

Appendix C provides a summarized history of the Army Profession (TBP).

Appendix D is a vignette illustrating how Army culture, organizational climate, and identity support character development.

Introductory table 1 identifies new and modified terms.

### Introductory table 1. New and modified Army terms

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Chapter 1
The United States Army Profession

People are not in the Army, people are the Army.

General Creighton A. Abrams, 26th Chief of Staff of the Army

The essential characteristics of the Army Profession—trust, honorable service, military expertise, stewardship, and esprit de corps—establish what General George C. Marshall described as the “common spirit” that binds us together as a unique military profession. Together, these characteristics explain what it means for the Army to be a profession.

THE ARMY

The primary reason the Army exists is to fight and win our Nation’s wars through prompt and sustained land combat. The Army is a trusted and essential component of the Joint Force, and must always be ready to fulfill this responsibility. The ethical design, generation, support, and application of landpower is the Army’s core competency.

The Army Mission—our purpose—remains constant: To deploy, fight, and win our Nation’s wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force. (The Army Vision)

The Army, by design, has a dual nature as both a military department of government and a trusted military profession. The character of the Army as an institution and a profession are both essential to accomplish the Army’s mission. However, it is the Army Profession that forges the essential bond of trust and confidence with the American people who grant us the autonomy to exercise disciplined initiative to accomplish the mission, in the right way, on their behalf.

Traditional professions share essential characteristics. (see figure 1-1) They provide a vital service to society, requiring expert knowledge and skill developed through years of training, education, and experience. Professions establish standards of practice and certify that their members are qualified to serve the needs of their clients. Ultimately, professions must be trusted by society and are granted autonomy and discretion with prudent, balanced oversight or external controls. If a profession violates its ethic and loses the trust of society, it becomes subject to increased societal regulation and governance.

Professions motivate their members to answer a “calling to honorable service,” to pursue lifelong learning, and to cooperate as members of cohesive teams with a common purpose. Professionals accept the responsibility to be stewards of the people and the resources entrusted to them by society and to advance the state of their profession in anticipation of situational challenges due to advancing technology and societal change.

Ultimately, professions must live by and uphold their ethic, the set of moral principles that guide decisions and actions in professional practice. In Western culture, traditional professions include medicine and law, science and engineering, architecture, higher education, ordained religious practice, and the military.

However, status as a profession is not guaranteed and must be earned and sustained. Our Army will not be regarded as a trusted military profession simply because we say it is so. We have earned the trust of the American people, but trust cannot be taken for granted. Army professionals, as responsible stewards must continuously advance the state of the Army Profession by strengthening its essential characteristics. In this way, the Army will maintain a proper balance between its complementary natures as a profession and an institution.
CHARACTERISTICS OF PROFESSIONS

A profession is a trusted, disciplined, and relatively autonomous vocation whose members answer a calling that becomes a “way of life.”

Professions—
• Provide a unique and vital service to society.
• Create and apply expert knowledge through sequential, progressive study and practice—usually there is little lateral entry.
• Establish and uphold the discipline and standards of their practice.
• Professionally develop and certify their members.
• Reinforce trust with society through ethical, effective, and efficient contribution of service.

Professions inspire and motivate their members to—
• Serve honorably.
• Pursue expert knowledge.
• Work cooperatively with fellow professionals.
• Anticipate future requirements and prepare to address these challenges.
• Live by and uphold their professional ethic.

A profession’s ethic reflects the values and beliefs that shape its culture, its organizational climates, and the shared identity of its members.

Professionals are united by a common moral purpose “to do the right thing for the right reason in the right way.” Therefore, living by and upholding their professional ethic requires character, competence, and commitment.

In Western culture, traditional professions include medicine and law, science and engineering, architecture, higher education, ordained religious practice, and the military.

Figure 1-1. Professions and professionals

THE ORIGINS OF THE ARMY

On June 14, 1775, the Continental Congress created our Army and gave it the mission to defend what would become the United States of America. The Revolutionary War produced a historic response from the American people. Following the loss of Philadelphia in 1777, the American Army under General George Washington went into winter quarters at Valley Forge (see figure 1-2). During those uncertain times, the Continental Army Soldiers were motivated and inspired by a common dream: liberty. The price of freedom was understood, and the Soldiers at Valley Forge courageously persevered.
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. ... American leaders resolved that the War of Independence would be conducted with a respect for human rights, even of the enemy.

David Hackett Fischer
Washington's Crossing
By permission of Oxford University Press, USA

In the Colonial Era, Americans regarded military service as a duty of citizenship. Today's Soldiers and Army Civilians, by volunteering to serve in the Army, maintain that tradition. We are dedicated to our Nation’s defense and to the moral principles and values upon which it is founded. Our shared identity as Trusted Army Professionals proceeds from shared appreciation and respect for those whose legacy we inherit.

This cherished inheritance is reflected in customs, courtesies, ceremonies, music, and traditions. Units and organizations preserve their storied histories and proudly display distinctive emblems (regimental colors, crests, insignia, patches, and mottos). The campaign streamers on the Army flag remind all of the Army’s history of honorable service to the Nation. These symbols recall the sacrifices of those who led the way and confirm our continued calling to honorable service. In that tradition, we dedicate our lives to preserve our liberty for generations to come.

Not to promote war, but to preserve peace by intelligent and adequate preparation to repel aggression, this institution is founded.” With those words Secretary of War Elihu Root began his address at the laying of the cornerstone for the Army War College, 21 February 1903.

Elihu Root, 41st Secretary of War
Opening Remarks
Laying of Cornerstone for Army War College
21 February 1903
[Parameters, Spring 2001]
The Army is comprised of Soldiers and Army Civilians who are Trusted Army Professionals—honorable servants in defense of the Nation, Army experts in performance of duty, and responsible stewards of the Army Profession. In all cases, the Army Profession and all Army professionals are guided by the Army Ethic. The specific application of the moral principles of our ethic evolve with changes in the practice of warfare and our societal norms, but the moral principles are timeless and reflect American values as expressed in the Declaration of Independence and the Constitution.

The Army Profession is a trusted vocation of Soldiers and Army Civilians whose collective expertise is the ethical design, generation, support, and application of landpower; serving under civilian authority; and entrusted to defend the Constitution and the rights and interests of the American people.

The Army Profession includes two complementary communities of practice (see figure 1-3)—

- The Profession of Arms is composed of Soldiers of the Regular Army, Army National Guard, and Army Reserve.
- The Army Civilian Corps is composed of Army Civilians serving in the Department of the Army.

The United States Code, the Uniform Code of Military Justice, Army directives and regulations, and other authoritative guidance are the minimum standard for ethical conduct. Beyond strict compliance, the aspirational nature of the Army Ethic, provides motivation to seek to discover the truth, decide what is right, and to act accordingly. Living the Army Ethic requires character, competence, and commitment.

The Army Ethic, our professional ethic, is the set of enduring moral principles, values, beliefs, and applicable laws embedded within the Army Culture of Trust that motivates and guides the Army Profession and Trusted Army Professionals in conduct of the mission, performance of duty, and all aspects of life.

The Army Profession develops, inspires, and motivates Soldiers and Army Civilians to make right decisions and to take right action according to the moral principles of the Army Ethic. The American people expect Army professionals to provide exemplary leadership that reflects the Army Ethic and is consistent with our national values. (AR 600-100, para 1-5.b.)
Title 10 U.S. Code Standards of Exemplary Conduct

Section 3583 of Title 10, United States Code provides the requirement of exemplary conduct.

All commanding officers and others in authority in the Army are required—

(1) to show in themselves a good example of virtue, honor, patriotism, and subordination;

(2) to be vigilant in inspecting the conduct of all persons who are placed under their command;

(3) to 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

(4) to 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.

Characteristics of the Army Profession

The Army Profession is trusted by the American people to accomplish the mission, in the right way. This essential bond of trust is reinforced as we demonstrate the characteristics of the Army Profession—

- Honorable Service in support and defense of the Constitution.
- Military Expertise in conduct of the mission.
- Stewardship of the people and resources entrusted to our care.
- Esprit de Corps, our “Winning Spirit,” manifested in all we do.
- Trust with the American people as we protect the Nation and within the Army Profession as we exercise mission command.

Honorable Service

The Army Ethic defines what it means to serve honorably. Our professional responsibility is to consistently live by and uphold the Army Ethic in the conduct of our mission, performance of duty, and all aspects of life.

Military Expertise

Our collective professional responsibility is to continually advance our military knowledge and skills in the ethical design, generation, support and application of landpower, and all aspects of the discipline of military art and science. This characteristic requires lifelong study and practice.

Stewardship

Our duty includes caring for the people, the resources, and the Army Profession entrusted to us by the American people. All Army professionals have the duty to be responsible stewards. Strategic leaders, the Army’s senior stewards, have a special responsibility to reinforce the Army’s Culture of Trust. Organizational leaders ensure a professional climate where the expectation and standard are that all live by and uphold the Army Ethic in the exercise of mission command. Direct leaders provide coaching, counseling, and mentoring, and inspire and motivate all to embrace our shared identity as Trusted Army Professionals.
Chapter 1

Esprit de Corps

Our “Winning Spirit” is essential to prevail and win in war across the spectrum of multi-domain operations and persevere through adversity on all missions. The Army Profession has a deep respect for its history, customs, courtesies, and traditions and strives to achieve standards of individual and collective excellence. We celebrate the legacy we have inherited from those who preceded us throughout our storied history in defense of the Nation.

Trust

Trust is the foundation of our relationship with the American people, who rely on the Army to ethically, effectively, and efficiently serve the Nation. Within the Army Profession, trust is earned through consistent demonstration of character, competence and commitment. Mutual trust among Soldiers and Army Civilians is essential for cohesive teamwork in the exercise of mission command.

CERTIFICATION OF ARMY PROFESSIONALS

Upon taking our initial oaths, answering the calling to honorable service, we voluntarily join the Army Profession as aspiring Army professionals who are bound together in common moral purpose. On completion of the appropriate requirements (e.g., Initial Entry Training, Basic Officer’s Leadership Course, or the Army Civilian Foundation Course and successful probationary service), we receive our initial certification. This is a significant first step in our development as Trusted Army Professionals. The Army Profession continues to certify (see figure 1-4) the character, competence, and commitment of its Soldiers and Army Civilians throughout their service. (AR 600-100, para 1-8.a.(2))

Certification is verification and validation of an Army professional’s character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard. (AR 600-100, para 1-8.)

- **Character**: dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

- **Competence**: demonstrated ability to successfully perform duty with discipline and to standard.

- **Commitment**: resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.

![Figure 1-4. Army Professional Certification in Honorable Service to the Nation](image)

The responsibility for continuing development and certification is a mutual one, shared between the individual and the Army Profession. Army professionals undergo multiple certifications in order to assume greater responsibility or perform duty requiring advanced knowledge or skills. Certifications include—

- Official evaluations and promotions.

- Professional training and education within The Army School System (e.g., Initial Military Training, Professional Military Education/Civilian Education System, etc.).

- Centralized selection for leadership and command positions.

*Through progressive certification, the Army strengthens trust by confirming the professional development of Soldiers and Army Civilians and the readiness of*
organizations. Certification in the Army has two purposes. For the Army Profession, certification demonstrates to the American people that the Army is qualified to perform its expert work. For Army professionals, certification also provides motivation and a sense of accomplishment. (AR 600-100, para 1-8.a.)

Character, competence, and commitment are simultaneously developed within all domains of leader development through training, education, and experience. However, character development also depends on the Army sustaining a Culture of Trust, creating Professional Organizational Climates, and inspiring Soldiers and Army Civilians to embrace our shared identity as Trusted Army Professionals. This realization, confirmed by empirical evidence and social and behavioral psychology, motivated the design and content for character development with the Army Profession, fully described in Chapter 3.

DIVERSITY, INCLUSION, AND SHARED IDENTITY

The heterogeneous, diverse nature of American society is a historically unique characteristic and strength of our democracy. Our cultural and social diversity transcends demographics and, for example, embraces the spectrum of philosophic and spiritual or religious perspectives. Accordingly, Americans hold different notions of what is moral, virtuous, and noble. In addition, every society includes a wide divergence of attributes such as intelligence, personality, talent, and propensity for service. Many or all of these qualities, in combination with one’s training, education, and experiences, are often considered in competitive recruiting and selection for employment, position assignment, and advancement.

Realizing the benefits of America’s social diversity as “we the people” form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity depends on our collective agreement to honor the values that framed the Nation. American democracy works only as long as its citizens agree to obey the laws as enacted by their freely elected government “of the people, by the people, and for the people.”

American society benefits from the creativity and motivations of our diverse population when we consciously practice inclusion and equal opportunity, under the letter and spirit of the law. We embrace inclusion by recognizing and incorporating the contributions of groups and individuals at all levels (i.e., from the national and cultural perspective to the organizational climates and interpersonal relations in our work environments, communities, and social lives).

The Army, like the society it serves, must be both diverse and inclusive. However, diversity by itself is only a collection of differences. The true value of inclusive diversity in the Army is realized when Soldiers and Army Civilians are united in a common moral purpose. For the Army our common moral purpose is support and defense of the Constitution and the legitimate rights and interests of the American people. To fulfill this purpose requires a shared understanding of who we are and why and how we serve. This understanding is expressed in our shared identity as Trusted Army Professionals of character, competence, and commitment.

In this light, diversity and shared identity are essential for sustaining America’s Army as our profession because—

- A diverse force engenders trust with the American people, who see themselves reflected in their Army.
- By reaching out and attracting all segments of society, the Army enhances its ability to sustain the All-Volunteer Force with all the diverse talents and attributes that are required to accomplish the spectrum of Army missions.
- Diversity and inclusion, united by our shared identity, support the Army’s leadership philosophy of mission command, which depends on mutual trust and cohesive teamwork.

As Trusted Army Professionals, operating in diverse teams of Soldiers and Army Civilians we are bound by the Army Ethic in common moral purpose to support and defend the Constitution and the rights and interests of the American people. Diversity and shared Identity are essential to sustain America’s Army and our profession.

Here in America we have a government of the people by the people and for the people...In this country, under those colors of red, white, and blue...all Americans are created free and equal
and we will rise and fall based on our merit. And we will be judged by the content of our character...this is the core organizing principle of the United States of America and that is why we fight.

Mark A. Milley
39th Chief of Staff of the Army
https://www.youtube.com/watch?v=n1wwJv_ndGM

SUMMARY

Trust, Honorable Service, Military Expertise, Stewardship, and Esprit de Corps identify and establish the Army as a military profession. Consistently demonstrated, the characteristics of the Army Profession reflect American values, the Army Ethic, and our approach to accomplishing our mission in support and defense of the Constitution.

Our Army’s history confirms that well-led, disciplined organizations, embracing shared identity and purpose, succeed as a cohesive team of Soldiers and Army Civilians of character, competence, and commitment. These qualities are the products of training, education, and experience within an Army Culture of Trust and Professional Organizational Climates.

Our shared identity as Trusted Army Professionals is enduring. Army professionals who are veterans of honorable service or who have retired remain members of the Army Profession and are valued members of the Army Family. By embracing the concept of Soldier for Life, each man and woman continues to contribute to the welfare of the Nation through a lifetime of honorable service, living by and upholding the Army Ethic.
Chapter 2

The Army Ethic

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

Preamble to the Constitution of the United States

THE HEART OF THE ARMY

The Army Ethic is the “Heart of the Army” and the inspiration for our shared professional identity—Trusted Army Professionals. Our identity expresses Who We Are and Why and How We Serve. Love of country and family, preservation of the peace, and defense of the American people and values are inherent to our ethos—this is why we serve. The ethical, effective, and efficient accomplishment of the mission is the core of our ethos—this is how we serve. As Soldiers and Army Civilians, we are bound in common moral purpose to support and defend the Constitution and the American people.

The Army Ethic guides institutional policy and practice in the ethical design, generation, support and application of landpower, under civilian authority, on behalf of the American people. The relationship between the Army Profession and the American people depends on mutual trust, continuously reinforced through contribution of honorable service, military expertise, and stewardship. The commitment of the Army Profession to its mission is demonstrated with enduring esprit de corps—“winning spirit.”

Our Army Ethic has its origins in the philosophical heritage, theological and cultural traditions, and the historical legacy that frame our Nation. We respect “Life, Liberty, and the Pursuit of Happiness,” self-evident truths expressed in the Declaration of Independence, as American values and universal rights. These principles are codified in the Constitution, affirmed in our oaths of service, and reflected in our historic and prophetic motto—This We’ll Defend (see figure 2-1).

Figure 2-1. The Department of the Army seal with motto: This We’ll Defend
As Soldiers and Army Civilians, we join the Army Profession with personal values developed in childhood and nurtured through years of experience. Our diverse backgrounds and perspectives reflect the society we serve and are a great strength of our Army. Yet, we are united by our oath to support and defend the Constitution. In so doing, we agree to live by and uphold the Army Ethic. The framework for the Army Ethic (see table 2-1) illustrates the historic sources that inform its content. By our oaths of service, we dedicate ourselves to these time-honored and enduring principles and codes.

Table 2-1. The framework for the Army Ethic

<table>
<thead>
<tr>
<th>Foundations of the Army Ethic</th>
<th>Legal Motivation of Compliance</th>
<th>Moral Motivation of Aspiration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Army Profession</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust</td>
<td>United States Constitution</td>
<td>Declaration of Independence</td>
</tr>
<tr>
<td>Honorable Service</td>
<td>United States Code</td>
<td>Universal Declaration of Human Rights</td>
</tr>
<tr>
<td>Military Expertise</td>
<td>Uniform Code of Military Justice</td>
<td>Just War Tradition (Jus ad Bellum)</td>
</tr>
<tr>
<td>Stewardship</td>
<td>Executive Orders</td>
<td>Army Culture of Trust</td>
</tr>
<tr>
<td>Esprit de Corps</td>
<td>Treaties, Law of Land Warfare</td>
<td>Professional Organizational Climate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trusted Army Professionals</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honorable Servants</td>
<td>Oaths of Service</td>
<td>Natural Moral Reason – Golden Rule</td>
</tr>
<tr>
<td>Army Experts</td>
<td>Standards of Conduct</td>
<td>Army Values</td>
</tr>
<tr>
<td>Stewards</td>
<td>Directives/Policies</td>
<td>Soldier’s/Army Civilian Corps Creed</td>
</tr>
<tr>
<td></td>
<td>The Soldier’s Rules</td>
<td>Justice in War (Jus in Bello)</td>
</tr>
<tr>
<td></td>
<td>Rules of Engagement</td>
<td></td>
</tr>
</tbody>
</table>

The Army Ethic, our professional ethic, is the set of enduring moral principles, values, beliefs, and applicable laws embedded within the Army Culture of Trust that motivates and guides the Army Profession and Trusted Army Professionals in conduct of the mission, performance of duty, and all aspects of life.

The legal foundations of the Army Ethic are the Constitution of the United States, United States Code, the Uniformed Code of Military Justice, and other orders and directives. Army professionals adhere to these mandates as the minimum standards for ethical conduct.

In addition to the legal foundations, the Army Ethic includes moral foundations, for example, the Declaration of Independence. While the moral foundations of the Army Ethic are not legally binding, they provide the inspiration to strive for excellence in contribution of honorable service to the Nation.

In situations of uncertainty, where the rules do not provide clear, right courses of action, Army professionals base their decisions and actions on the moral principles of the Army Ethic, ensuring the protection of the inalienable rights of all people. In this way, Army professionals live by and uphold the moral foundation of the Army Ethic, sustaining trust within the profession and with the American people.

Rapid changes in the nature of armed conflict present ethical challenges in accomplishing the mission. These include uncertainty and complexity, particularly within the human and cyber domains. We must anticipate the ethical challenges associated with these conditions and be guided by our Army Ethic, including Army Values (see figure 2-2).

Expectations for the Army Profession, Based on our Ethic

Our Army’s primary role as an element of the joint force is in the land domain. Our enduring responsibility is to equip, train, and be ready for a wide variety of missions, and multi-domain operations as directed by the civilian and military chain of command.
The relationship between the Army Profession and the American people depends on trust, continuously reinforced through contribution of honorable service, military expertise, and stewardship. The commitment of the Army Profession to fulfill this duty is demonstrated with indomitable esprit de corps.

The Army Ethic guides the Army Profession and the Army as an institution in formulation of directives and policy and in the design and implementation of programs and systems supporting—

- Honorable Service in defense of the Constitution and the interests of the American people.
- Military Expertise to accomplish the mission, in the right way (ethically, effectively, and efficiently).
- Stewardship of the Army Profession, Soldiers, Army Civilians, the Army Family, and the resources entrusted to us by the American people.
- Esprit de Corps to prevail through adversity and setbacks to accomplish the mission.
- Bonds of Trust with the American people.

**EXPECTATIONS FOR ARMY PROFESSIONALS, BASED ON OUR ETHIC**

Preservation of the peace and winning the Nation’s wars are inherent to our ethos—this is Why We Serve. The ethical, effective, and efficient accomplishment of the mission is the core of our ethos—this is How We Serve. We accomplish the mission as a team, Soldiers and Army Civilians, contributing our best effort, doing what is right to the best of our ability, and always striving for excellence. Leaders set the right example, live by and uphold the Army Ethic, establish a professional organizational climate, and inspire the team. While the senior leader is responsible for what the team does or fails to do, success demands that all perform duty with discipline and to standard. In this way, leaders and followers are trusted teammates in the exercise of mission command. The consistent demonstration of character, competence, and commitment, with shared understanding and intent, reinforces mutual trust.

Living by and upholding the Army Ethic is our lifelong commitment. Reinforcing trust requires continuous professional development. This quest is a duty consistent with our shared identity.

The Army Ethic informs, motivates, and inspires Trusted Army Professionals to—

- Contribute honorable service in accomplishing the mission, performing our duty, and in all aspects of life, including our conduct online and in virtual or anonymous relationships.
- Be Army experts in performance of duty with discipline and to standard, striving for excellence.
- Serve as responsible stewards of the Army Profession by upholding the Army Ethic—preventing misconduct and doing what is right to stop unethical practices, including in the cyber, virtual, or on-line domain of social media.
- Seek to discover the truth, decide what is right (ethical, effective, and efficient), and demonstrate the character, competence, and commitment to act accordingly.

**OUR SHARED IDENTITY—TRusted ARMY PROFESSIONALS**

By taking our solemn oaths of service, we voluntarily incur an extraordinary moral obligation to live by and uphold the Army Ethic, including Army Values, in our decisions and actions, in all aspects of life. It is our responsibility to embrace our shared identity as Trusted Army Professionals. As such, we assume complementary roles. In our role as honorable servants in defense of the Constitution, we are professionals of character. In our role as Army experts, we are competent professionals. In our role as responsible stewards of the Army Profession, we are committed professionals, accountable to each other, the profession, and the American people. When Army professionals return to society, embracing the concept of Soldiers for Life, they continue to be moral-ethical exemplars for their Families and communities and contribute to the well-being of the United States of America.
Honorable Servants of the Nation—Professionals of Character

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

We volunteer and take a solemn oath to bear true faith and allegiance to the Constitution and to protect the freedoms it defines. This is clearly articulated in our Army Value of loyalty. Allegiance is expressed in willing obedience to the lawful orders of our elected and appointed leaders. We demonstrate true faith in leading by example, doing our duty in taking right actions to uphold the Army Ethic, and rejecting orders in violation of law or our moral principles. This is the meaning of honorable service.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

The Army Profession contributes honorable service to the American people, defending our freedom and rights as expressed in the Declaration of Independence and the Constitution. Our mission must be accomplished in the right way, in accordance with our Nation’s values. American values affect every aspect of how U.S. Forces fight and win. This is non-negotiable. We demonstrate the Army Value of integrity as we make decisions and take actions that are consistent with the moral principles of the Army Ethic. To violate the Army Ethic is to break our sacred bond of trust with each other and with the American people. Failure to live by and uphold the Army Ethic brings discredit on us all and may have strategic implications for the mission.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with respect.

As stated in the Declaration of Independence, the human rights to life, liberty, and pursuit of happiness are inalienable and universal. Accordingly, we treat all people with respect—an Army Value—and demonstrate proper consideration for all. Even those who threaten the rights of others are entitled to just treatment according to law, regulations, and rules of engagement. We lead by example and do what is right to prevent abusive treatment of others. We protect those who are threatened or suffer disregard for their human dignity and worth. We do not tolerate mistreatment of people or their property.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

Leadership demands courage, an attribute of our character and an Army Value. Our mission, our duty, and life itself require we reject cowardice—we accept risk and overcome adversity and our fears. Our desired outcome, regardless of our best efforts in making decisions, planning, and leading, is not assured. We realize that we may be harmed in performing our duty and accomplishing the mission. The harm we fear may be physical, emotional, or spiritual. Nonetheless, we communicate with candor and tact, seek shared understanding and demonstrate courage by doing what is right despite risk, uncertainty, and fear. A decision and action is right if it is ethical (consistent with the moral principles of the Army Ethic), effective (likely to accomplish its purpose, accepts prudent risk), and efficient (makes disciplined use of resources).
# The Army Ethic

## The Heart of the Army

The Army Ethic includes the moral principles that guide our decisions and actions as we fulfill our purpose: to support and defend the Constitution and our way of life. Living the Army Ethic is the basis for our mutual trust with each other and the American people. Today our ethic is expressed in laws, values, and shared beliefs within American and Army cultures. The Army Ethic motivates our commitment as Soldiers and Army Civilians who are bound together to accomplish the Army mission as expressed in our historic and prophetic motto:

*This We’ll Defend.*

Living the Army Ethic inspires our shared identity as Trusted Army Professionals with distinctive roles as honorable servants, Army experts, and stewards of the profession. To honor these obligations we adopt, live by, and uphold the moral principles of the Army Ethic. Beginning with our solemn oath of service as defenders of the Nation, we voluntarily incur the extraordinary moral obligation to be:

## Trusted Army Professionals

### Honorable Servants of the Nation—Professionals of Character:

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with respect.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

### Army Experts—Competent Professionals:

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

We continuously advance the expertise of our chosen profession through lifelong learning, professional development, and our certifications.

### Stewards of the Army Profession—Committed Professionals:

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We wisely use the resources entrusted to us, ensuring our Army is well-led and well-prepared, while caring for Soldiers, Army Civilians, and Families.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing our bond of trust with each other and the American people.

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**LOYALTY-DUTY-RESPECT-SERVICE-HONOR-INTEGRITY-COURAGE**

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Figure 2-2. The Army Ethic, including Army Values
Army Experts—Competent Professionals

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

The Army Values of duty and service charge us with the responsibility to contribute our best efforts to accomplish the mission as members of our team. We consider the welfare and needs of others above our own and in performing our duty we make right decisions and take right actions to the best of our ability, in all aspects of life. This does not mean that we will always succeed or avoid all mistakes. Setbacks and error will occur in any human endeavor. We learn from experience, both good and bad, develop in wisdom and leadership, and strive for excellence.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

The Army mission to “fight and win our Nation’s wars” requires that we are equipped, trained, and ready to engage in multi-domain operations across the spectrum of armed conflict. Our basic human rights, affirmed in the Declaration of Independence and stated in law, must be defended. Our right to life includes the right and the responsibility of self-defense. The legitimate interests of the American people, as determined by our freely elected government, must be protected when threatened or attacked. Our missions may justly require the use of armed force against legitimate threats, consistent with the Army Ethic. We recognize that our lives, and the lives and well-being of others, are at risk. In the fog of war, uncertainty compromises situational understanding. Regardless, to the best of our ability, we must make decisions and take actions that are right.

We understand there may be unanticipated, unintended consequences affecting the lives of innocent people and their property. We do all we can to avoid these effects. We accept prudent risk and with courage—an Army Value—we accomplish the mission in the right way.

We continuously advance the expertise of our chosen profession through lifelong learning, professional development and our certifications.

Within the Army Profession, progressive development and certification in character, competence, and commitment for Soldiers and Army Civilians is a continuous, lifelong duty. Knowledge, discipline, and leadership require training, education, experience, coaching, counseling, and mentoring. Situational understanding requires our individual and collective wisdom and judgment, often under demanding, chaotic circumstances, to discern what is actually so—the truth. With shared understanding and intent, we evaluate our options, decide what is right, and demonstrate the Army Value of service as trusted members of cohesive teams.

Stewards of the Army Profession—Committed Professionals

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

Every Soldier and Army Civilian has the duty to simultaneously be a leader, follower, and steward of the Army Profession. We are accountable to the American people to accomplish the mission in the right way. We make right decisions and take right actions, holding ourselves and others accountable to achieve standards and strive for excellence. All of us exemplify lifelong commitment to defend the American people and secure the national interest. In demonstrating the Army Values of honor and integrity, we uphold the Army Ethic and conduct ourselves in a manner worthy of our professional status.
We are diligent and faithful guardians of the people, the resources, and the profession entrusted to our care. The privilege to lead includes the duty to professionally develop our subordinates. We teach, coach, counsel, and mentor, and willingly accept such guidance from others. We develop people and organizations—ensuring they are properly equipped, trained, and led. We are ready for the mission today and anticipate the challenges that lie ahead. We make disciplined use of materiel, facilities, and funds. In demonstrating the Army Value of service, we safeguard the health and welfare of our Soldiers, Army Civilians, and our Families.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing the bond of trust with each other and the American people.

We accomplish the mission with mutual trust as a cohesive team of Soldiers and Army Civilians, collectively demonstrating the characteristics of our profession and earning the trust of our fellow citizens. Within the Army, leaders set the right example, reinforce the Army Culture of Trust, establish Professional Organizational Climates, and inspire our identity as Trusted Army Professionals. While the senior leader is responsible for what the team does or fails to do, success demands that all perform duty with discipline and integrity. In this way, leaders and followers earn mutual trust as teammates in the exercise of mission command. As responsible stewards of the Army Profession we ensure the readiness of the Army, now and for the future.

SUMMARY

The Army Ethic is our professional ethic, guiding our decisions and actions in all aspects of life—whether “on or off duty”—including on social media or in the virtual world. Our ethic is expressed in terms of shared identity and moral principles, including Army Values and foundational American values and beliefs that frame the Nation. The moral principles of the Army Ethic are reflected in our laws and regulations and shape the Army Culture of Trust.

Living the Army Ethic is important because it is the basis for our mutual trust with each other and the American people. The Army Ethic inspires our shared identity as Trusted Army Professionals with distinctive roles as honorable servants, Army experts, and stewards of the profession. The Army Ethic guides our decisions and actions in conduct of the mission, performance of duty, and all aspects of life.

The Army Ethic informs institutional and operational policy and practice and individual decisions and actions supporting—

- Our bonds of trust with the American people and with each other.
- Honorable Service in defense of the Constitution and the interests of the American people.
- Military Expertise to accomplish the mission in the right way (ethically, effectively, and efficiently).
- Stewardship of Soldiers, Army Civilians, the Army Family, resources, and the Army Profession, now and for the future.
- Certification of Soldiers and Army Civilians in character, competence, and commitment.
- The exercise of mission command based on mutual trust and cohesive teamwork.
- Strategic leadership in strengthening the Army Culture of Trust.
- Organizational leadership in sustaining Professional Organizational Climates.
- Direct leadership in developing and caring for subordinates and inspiring their shared identity as Trusted Army Professionals.
Chapter 3

Character Development Within the Army Profession

The foundation of leadership is character.

General Alexander M. “Sandy” Patch
“Some Thoughts on Leadership”
Military Review, December 1943

THE CHARACTER OF ARMY LEADERS

The importance of developing and strengthening the character of our Soldiers and Army Civilians is recognized throughout American military history, emphasized in policy, and established in doctrine. This tenet reflects our belief that mutual trust, earned by demonstrating character, competence, and commitment, is the foundation for success on every mission.

General George Washington’s insights regarding the nature of the American Army placed us squarely on the right path. In a 1776 letter to Congress, he observed that if we consider the character of people and not just the number we can enlist, “we should in a little time have an Army able to cope with any that can be opposed to it.”

Beginning in the Revolutionary War, continuing today, and enduring in the future, our Army must be able to fight and win, in the right way. We understand that peer and near-peer adversaries contest our strengths in the air, land, maritime, space, and cyber domains as well as the information environment. Large-scale, multi-domain operations will be widely dispersed, hyperactive, exponentially more lethal, and unforgiving to the unprepared. Units will operate in complex terrain, in and among populations, and may be widely separated without communication, resupply, or accurate situational understanding. These conditions will present formidable challenges; we must anticipate these challenges and be prepared to meet them.

Prevailing across the spectrum of Army missions depends on leaders who can truly exercise the principles of mission command. As the synchronizing and integrating warfighting function and Army leadership philosophy, mission command demands mutual trust, and trust requires character.

The Army is committed to build leaders of character who are technically and tactically proficient, adaptive, innovative, and agile.

Secretary of the Army and Chief of Staff of the Army
Statement before the Senate Committee on Armed Services
7 April 2016

DEVELOPING THE CHARACTER OF ARMY LEADERS

Research reveals that character is multi-dimensional and informed by complementary, relevant disciplines and fields of study. The sciences of human psychological and biological development confirm that our true nature evolves as we mature throughout our lives.

While inherited genetic factors certainly contribute to who we are, these are complemented by the full spectrum of psychological, sociological, and biological influences throughout our environment over time. Relatively recent publications in the field of moral psychology are clear regarding the significant impact that culture and the social climate have on our decisions and actions. A society’s culture is relatively stable and enduring. In contrast social climate can change quickly as the key sources of influence enter or leave the community or organization. Within our culture and organizational climate, each of us is responsible for embracing and living our shared identity as a Trusted Army Professional.
Army professional and leader development is guided by Army policy and is based on doctrine regarding the Army Profession, mission command (ADP 6-0), leadership (ADP 6-22), and leader development (FM 6-22). Within the Army Profession, Soldiers and Army Civilians are continuously developed and certified through a sequential and progressive process that includes training, education, and experience.

However, the process of developing character in Soldiers and Army Civilians began and progressed throughout the years leading up to their decisions to join the Army Profession. Accordingly, for the Army, character development starts with our initial efforts to attract and select American citizens and other eligible volunteers who will answer the call to honorable service as Trusted Army Professionals of character, competence, and commitment. The developmental process continues through sequential and progressive training, education, and operations.

Intrinsically, character is our true nature including identity, sense of purpose, values, virtues, morals, and conscience. Operationally, our character is demonstrated in decisions and actions. Competence is our demonstrated ability to successfully perform duty with discipline and to standard. Commitment is demonstrated in our dedication to accomplish the mission despite adversity, obstacles, and challenges. These qualities are professionally developed, simultaneously, through training, education, and experience.

Character development is the continuous process within the Army as an institution, in Army organizations, and between leaders and subordinates—integrated within sequential and progressive training, education, and experience—that strengthens the resolve of Trusted Army Professionals to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

Character development within the Army (see figure 3-1) recognizes the imperatives of an Army Culture of Trust, Professional Climates within Army organizations, and individual responsibility to be a Trusted Army Professional. Therefore, character development embraces the Army as an institution, Army organizations across the Total Force, and leaders at all levels who recognize and accept their responsibility to develop character within themselves and others. Character development supports mission command and contributes to warfighting readiness, strengthening trust with the American people, and mutual trust and cohesion within the Army Profession.

Strategic leaders establish policies, programs, and systems that support an Army Culture of Trust. Organizational leaders create conditions that support a Professional Organizational Climate wherein all live by the Army Ethic in the exercise of mission command. Direct leaders inspire and motivate Soldiers and Army Civilians to live our shared Identity.
Our leaders, then, are going to have to be self-starters. They’re going to have to have maximum amounts of initiative … critical thinking skills … [and] character, so they make the right moral and ethical choices in the absence of supervision under intense pressure in combat.

General Mark A. Milley, 39th Chief of Staff of the Army

The Army Leader Development Strategy is implemented in accordance with the Army Ethic, providing the Nation an Army of trusted professionals of character, competence, and commitment who are inspired to honorably fulfill their oaths of service.

The ALDS and the Army Ethic apply to the Army as an institution, guide all Army organizations, and support the development of Trusted Army Professionals. Leader responsibilities include reinforcing an Army Culture of Trust, creating and sustaining Professional Organizational Climates, and adopting and strengthening our shared identity as Trusted Army Professionals. The responsibilities at each level of leadership are mutually supporting and interdependent. Leaders at all levels influence and are influenced by the Army culture, their organization, and living our shared identity. All Army leaders must acknowledge and accept their inherent responsibility to develop character within themselves and others.

Figure 3-1. Character Development with the Army Profession
Chapter 3

ARMY CULTURE OF TRUST

A society’s culture reflects long-held values, beliefs, philosophies, customs, traditions, and practices defining social norms and shaping collective behavior among people and their institutions. All professions also have distinct cultures that shape the identity of their members. A professional culture informs and disciplines the art and practice of professional expertise. It is essentially “how we do things.” Thus, culture transcends the social environment or climate and is relatively stable and enduring. (see figure 3-2)

The Army Culture of Trust includes the intrinsic characteristics of hierarchy, community, and shared identity. These are mutually supporting and they reinforce our collective professional beliefs and practices. Strategic guidance regarding hierarchy, community, and identity is published in Army directives, policies, and doctrine and is further reflected in programs, systems, and procedures.

Hierarchy is evident in our increasing levels of responsibility, reflected in the ranks and grades of Army professionals. Similarly, hierarchical organizational structure proceeds from a squad-level size team—the foundation for both tactical and administrative units—up to Army commands, and culminates at Headquarters, Department of the Army. This hierarchical dimension is necessary to accomplish the wide variety of Army missions, in all operational environments.

The Army Culture of Trust also reinforces a necessary sense of community—an Army Family. We accomplish every mission in a spirit of camaraderie, as a professional and cohesive team of brothers and sisters, where we focus on “we” and not on “me.”

Our shared identity as Trusted Army Professionals is strengthened through individual and collective service to our fellow citizens that is provided honorably, with military expertise, and stewardship of the people and resources entrusted to us by the American people.

Artifacts, icons, music, ceremonies, and traditions support and sustain organizational esprit de corps. Our branches of the Army, major commands, and operational and administrative organizations have adopted unique customs and courtesies. Each has its own storied history, lineage, and customs. In effect, the Army’s Culture of Trust, like that of the Nation we serve, is a culture of cultures. Yet, we are “One Army, Indivisible”—united by our common moral purpose and shared identity.

The Army Ethic and the characteristics of the Army Profession are interwoven within the Army Culture of Trust. By way of illustration, we accept the moral principle that all people are of intrinsic dignity and worth. Accordingly, whether in war or peace, we treat everyone with respect. Similarly, collective esprit de corps reflects our tradition of perseverance—overcoming adversity and prevailing to accomplish the mission, in the right way. Likewise, the first principle of mission command, the Army’s leadership philosophy, is to build mutual trust through cohesive teamwork; and trust requires adherence to the Army Ethic. The trust that is inherent within our culture allows task-organization, rapid restructuring, inter-component teamwork, and confident acceptance and inclusion of diverse Soldiers and Army Civilians.

The Army Culture of Trust reflects the Army Ethic wherein Army strategic directives, policies, systems, and programs are trusted to be ethical, effective, and efficient.
Character Development Within the Army Profession

Culture is a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.


**SOCIETAL CULTURE**

The culture of a people reflects their intrinsic, collective nature and "spirit" (*ethos*) as expressed in language, customs, ceremonies, artifacts, music, art, literature, science, philosophies, religious beliefs and practices, history, and social traditions.

Distinct, observable levels within social culture include—

- **Underlying basic assumptions**: Deeply embedded and enduring; Transcendent and passed on to succeeding generations; and Integrated within governance, systems of justice, and social structures.
- **Enduring beliefs and values**: Shape expectations and norms of social interaction; Inform foundational documents, anthems, creeds, and statements of collective identity; and Are upheld by society, its leaders, and its exemplars.
- **Artifacts, icons, and celebrations**: Relate to the history and achievements of the people; Are visible in architecture and public art; Are reflected in traditional dress, dance, music, and festivals; and Uniquely identify the spirit of the people.

**Figure 3-2. Characteristics of societal culture**

**PROFESSIONAL ORGANIZATIONAL CLIMATE**

In contrast to culture, organizational climate (see figure 3-3) is less stable and is affected by leadership and personnel turnover. Climate is primarily influenced by the policies and practices, established by organizational leaders. Climate also reflects the network of personalities within the organization. Organizational climate shapes the perceptions and attitudes of team members as they perform their duties and interact with others. A “zero-defect” mindset, for example, can create conditions that stifle initiative and discourage individuals from taking prudent risk. On the other hand, when leaders recognize that honest mistakes can be learning experiences, individuals are encouraged to take disciplined initiative and accept prudent risk consistent with the leader’s intent.

Within the Army, the organizational climate supports professional and leader development and strengthens our shared identity; and therefore our character, competence, and commitment. The Army defines professional development as “the deliberate and continuous process of training, education, and experience that prepares Soldiers and Army Civilians of character, competence, and commitment to perform present and future duty in accordance with the Army Ethic.” (AR 600-100, para 1-7.b. & 1-9.a.) These developmental activities take place in a social context which can reinforce virtuous conduct or encourage misconduct and unethical practices. Therefore, organizational leaders must set the conditions that inspire and motivate all to live by the Army Ethic in the exercise of mission command.
This does not mean that our professional development is solely dependent on our organization’s climate. Evidence from the fields of positive psychology and human development suggest that we have the potential, even in a toxic social environment, to strengthen our resilience and ability to thrive. In addition, our philosophy and spirituality play a significant role in the formation of our identity, in all climates.

A Professional Organizational Climate supports mutual trust and cohesive teamwork based on the expectation and standard that all live by and uphold the Army Ethic in the exercise of mission command.

Organizational climate is the shared meaning...members attach to the events, policies, practices, and procedures they experience and the behaviors they see being rewarded, supported, and expected.

Ehrhart, Schneider, & Macey, 2014, p. 69

ORGANIZATIONAL CLIMATE

The climate within an organization refers to its members’ sense of well-being, belonging, and acceptance as influenced by the leaders and the social structure. Personalities and the nature of interpersonal relations and functional interactions inform the state of organizational climate.

Typical observable characteristics within organizational climates include—

Level of perceived trust:
- May change rapidly due to turnover in leadership or membership;
- May not extend to others outside the organization; and
- Depends on context (e.g., nature of the work or objectives).

Level of perceived inclusion and belonging:
- Affects productivity, motivation, and initiative;
- Is influenced by transparent, candid, and respectful communications; and
- Requires recognizing and incorporating individual and team contributions.

Standards and expectations:
- Are informed by professed and practiced policies and procedures;
- Must be upheld and modeled by leaders and by the members; and
- Foster and motivate teamwork and cooperation.

Figure 3-3. Characteristics of organizational climate

SHARED IDENTITY

Identity denotes our sense of self—who we are and our purpose in life—how we see ourselves and how we hope others see us. As volunteer Soldiers and Army Civilians, we are inspired by love of family, defending our freedoms, and preservation of the peace—this is Why We Serve. The ethical, effective, and efficient accomplishment of the mission, in the right way, motivates our performance of duty—this is How We Serve.

In the Army Profession, Soldiers and Army Civilians share the identity of Trusted Army Professionals, as reflected in our decisions and actions. We contribute our best effort to accomplish the mission, do what is right to the best of our ability, and strive for excellence. We are committed to lifelong learning and professional development. We honor our customs, courtesies, and traditions; uphold standards and discipline; and prevent misconduct and stop unethical practices.
Character Development Within the Army Profession

Ultimately, we are each responsible for sincerely embracing and living our shared identity. In order to be
Trusted Army Professionals, we must understand and practice making decisions and taking actions consistent
with the Army Ethic, all the time. This responsibility is not confined to a narrow sense of when we are “on
or off duty, at home or away, in the workplace or in a social context—in the real or virtual world.”
Specifically, when we are on-line, whether anonymous or identifiable, we live by and uphold the Army Ethic.

Trusted Army Professionals are Soldiers and Army Civilians, certified in character, competence, and
commitment, who honorably fulfill their oaths of service.

In living our identity, we assume complementary roles as honorable servants in defense of the American
people; Army experts in the conduct of our mission and performance of duty; and faithful stewards of our
profession, our people, and the resources entrusted to our care. Our Army’s history confirms that well-led,
disciplined organizations, embracing shared identity and purpose, build mutual trust and succeed as cohesive
teams.

Strategic Leaders

Strategic leaders establish the Army’s directives and policies, approve strategies and plans, publish concepts
and doctrine, provide resources for institutional training and education, and implement Army programs and
systems. All of these must be trusted to be ethical, effective, and efficient. Strategic leaders establish the
goals and procedures for military recruiting and civilian accessions. Their policies guide lifecycle and talent
management of all Army personnel. They guide the design and employment of technological advances (e.g.,
autonomous systems, artificial intelligence, human capital big data) and establish the programs that care for
Army Families. They secure resources for facilities and infrastructure, weapons and equipment, supply and
maintenance, and manpower and force structure.

Strategic leaders set the conditions that enable success in multi-domain operations, whereby mutual trust and
cohesive teamwork, at all levels, is the standard and expectation. By doing what is right and being transparent,
strategic stewards inspire honorable service, promote military expertise, and strengthen esprit de corps. In
this way, strategic leaders’ decisions and actions shape the Army Culture of Trust and enable organizational
and direct leaders to exercise mission command. (AR 600-100, para 1-7.a.)

Organizational Leaders

Organizational leaders are responsible for establishing professional climates where all are inspired and
expected to live by and uphold the Army Ethic in the exercise of mission command. While the senior leader
is responsible for what the team does or fails to do, success demands that all perform duty with discipline
and to standard. In this way, leaders and followers are trusted teammates in the exercise of mission command.

Accordingly, efforts to establish Professional Organizational Climates are supported throughout the chain
of command and the entire leader team. For example, Army Chaplains advise on matters of morals and ethics
to assist leaders at all levels. Chaplains can help with prevention and resolution of moral, ethical, social, and
spiritual issues. In addition, the Staff Judge Advocate serves as an advisor to leaders on ethical considerations
involving interpretation of United States Code and Department of Defense and Army policies and regulations.
See also AR 600-100 and AR 600-20 for Army policy on command climate.

To support situational understanding, organizational leaders assess the state of the professional climate. They
redress conditions that fail to meet professional standards. Importantly, all organizational leaders are
responsible for inspiring, motivating, enabling, and evaluating the professional development of their
subordinates. (AR 600-100, para 1-9.b.)

Training, education, and experience taking place within organizations provide sequential, progressive
development. Organizational leaders of Army schools connect the curriculum design and development
(training developers) to the curriculum implementation (instructors). In all these activities, organizational
leaders support character development by planning and rehearsing for ethical action and reflecting on what
happened as part of the after action review (AAR) process.

Therefore, organizational leaders must know why and how to fulfill their responsibility to develop character
along with competence and commitment. For example, the content of their programs of instruction include
experiential, activity-based learning and creative and critical thinking with integrated ethical reasoning, consistent with the Army Learning Model. This holistic approach provides opportunities for learners to apply the moral principles of the Army Ethic in their decisions and actions.

Organizational leaders are responsible for certification of Soldiers and Army Civilians. Certification verifies and validates an Army professional’s character, competence, and commitment to fulfill responsibilities and successfully perform assigned duties. Each certification event (e.g., performance evaluation, graduation or completion of training, promotion, reenlistment, assumption of command, change of responsibility, etc.) confirms that the certifying authority has verified and validated that the individual demonstrated character, competence, and commitment, to standard.

Leaders establish an organizational climate consistent with the Army Ethic and the principles of mission command. When an organization’s climate is inconsistent with the Army Ethic and the Army’s leadership philosophy, there is dissonance between the Army’s doctrine and actual practices. This can breed cynicism, compromise mutual trust, degrade organizational esprit de corps and adversely affect individual morale. Conversely, leader actions consistent with the Army Ethic and mission command strengthen mutual trust and cohesive teamwork and shared identity.

**DIRECT LEADERS**

All of us, by virtue of influence, are direct leaders who inspire and motivate others to embrace our shared identity as **Trusted Army Professionals**. Through coaching, counseling, and mentoring, each of us encourages our teammates to continuously develop in character, competence, and commitment. At the same time, all of us are influenced by those with whom we interact. In this way, we are both leaders and followers. Our ethical responsibility is to be a good influence and not allow ourselves to be co-opted or pressured into doing or accepting what is wrong.

Direct leaders set the example as they live by and uphold the Army Ethic. Direct leaders must be willing and able to address ethical concerns with their followers’ conduct (and vice versa), inspiring and motivating them to strive for excellence. Soldiers and Army Civilians should review and reflect on case studies where decision making properly anticipated ethical challenges and accounted for them in assessment of courses of action and examples where ethical implications were ignored. This self-developmental activity is supported through values-driven Individual Development Plans, designed to strengthen identity and performance of duty with discipline and to standard. (AR 600-100, para C-2)

As direct leaders and followers, we contribute to the mission and strive for excellence. We honor our customs, courtesies, and traditions; uphold standards and discipline; and prevent misconduct and stop unethical practices.

**SUMMARY**

The holistic approach to character development within the Army Profession applies to the Total Force and affects all Soldiers and Army Civilians. Character development begins with Soldier recruiting and Army Civilian accessions. Continuous development in character is the product of professional and leader development within an Army **Culture of Trust and Professional Organizational Climates** as Soldiers and Army Civilians embrace their shared identity as **Trusted Army Professionals**.

Army leaders, at all levels, recognize and accept their inherent duty to develop character in themselves and others. Strategic leaders ensure that directives, policies, programs, and systems are trusted to accomplish their objectives ethically, effectively, and efficiently. Organizational leaders establish and sustain climates in their organizations where the standard and expectation are that all live by and uphold the Army Ethic in the exercise of mission command. Direct leaders provide coaching, counseling, and mentoring to inspire and motivate all to pursue lifelong learning and continuous development in character, competence, and commitment.
Chapter 4

Trust

Trust is the bond with which we connect with those we serve, our leaders in government and the American people. It must be continually earned. Special trust and confidence is placed in military leaders. This trust is based upon the fact that the members of our profession remain apolitical and would never betray the principles and intent of the Constitution, even at the risk of their own lives.

Trust stands out as the defining element that enables our military to overcome adversity and endure the demands of extended combat. ...[T]rust is integral to the chain of command. It is both inherent in and demanded among peers, [and] between seniors and subordinates.

General Martin E. Dempsey, 18th Chairman of the Joint Chiefs of Staff

THE KEY TO MISSION SUCCESS

Trust is the foundation of our relationship with the American people, who rely on the Army to ethically, effectively, and efficiently serve the Nation. Within the Army Profession, trust is the organizing principle that supports cohesive teamwork in the exercise of mission command.

Our external trust with the American people reflects their confidence and faith that the Army will serve the Nation and accomplish the mission, in the right way. Such trust is earned and reinforced as the Army contributes honorable service, demonstrates military expertise, and exercises responsible stewardship, all with enduring esprit de corps. External trust with the Joint Force, Inter-agency partners, allies, and coalition forces is essential for success in all phases of multi-domain operations.

Trust with the American People

In 2014, nearly 10,000 people, mainly from Liberia, died of Ebola, a contagious, deadly viral disease. The international response, under the guidance of the U.S. Agency for International Development, was organized around a Task Force from the 101st Division. The diverse response team included medical, engineer, transportation, and logistic personnel.

Everyone exposed to the virus was at risk, yet the team worked tirelessly to establish multiple testing and treatment centers and to train health workers to assist with controlling and containing the disease. In less than six months the crisis was under control and Liberia’s President Ellen Johnson Sirleaf, recognized and thanked the American people for their contribution to the welfare of her citizens.

Regardless of the mission, the US Army will continue to earn the trust of the American people by contributing honorable service, demonstrating military expertise, exercising responsible stewardship of the people entrusted to our care, and by exhibiting indomitable esprit de corps. In this case, a cohesive team of Soldiers from multiple units with multiple skills and specialties were task organized to accomplish a difficult and dangerous humanitarian mission. They demonstrated what it means for America’s Army to be Our Profession.
The Army Profession has been successful in sustaining the respect and trust of the American people. However, this trust is fragile and easily damaged if we do not understand who we are and why and how we serve. Essential to reinforcing trust is performing our duty every day in a manner that the American people judge to be ethical according to the beliefs and values enshrined in the Nation’s founding documents. Trust is lost when we fail to meet these expectations. Accordingly, Army leaders establish conditions that serve to prevent misconduct or unethical practices and they must take right action where prevention fails.

The Nation’s political sovereignty is a collective responsibility of the American people. As their trusted guardians, we serve honorably, respecting the inalienable rights of all people. If we are to maintain legitimacy as a profession while protecting the interests of the American people, we cannot violate the rights of others to protect our own rights.

Important insights for all Army professionals informing why and how we serve include—

- The collective rights of the American people to independence and political sovereignty constitute the moral basis for the Army mission.
- Protecting our collective rights is the honorable service the Army Profession provides for our society.
- As Army professionals, we must not violate the rights of others, or we violate our own ethic and erode our trust and legitimacy with the American people, allies, and partners.
- The Army mission, as directed by our civilian leaders, justifies the ethical application of landpower.
- The moral justification for the Army mission is the basis for taking the lives of others and courageously placing our own lives at risk.

Army professionals protect the constitutional rights of every American and the basic human rights of all people. Any failure to respect these rights diminishes trust with the American people and with the international community. Such failure can cause great harm to the legitimacy of our profession and our Nation, as well.

**Winning in the Right Way**

With continuous and rapid changes in the world balance of power, advancing technologies, and evolving cultural and social norms, we must discern and anticipate future challenges and adapt. However, the Army Ethic is timeless and enduring.

Our Army Ethic and the principles of “justice in war” (*jus in bello*) provide moral guidance when considering prudent risk, disciplined initiative, and the consequences of military operations—

- **Military necessity** requires combat forces to engage in only those acts essential to secure a legitimate military objective. This principle justifies those measures not forbidden by international law that are necessary to accomplish the mission.
- **Distinction** requires discrimination between lawful combatants and noncombatants. The latter includes civilians, civilian property, prisoners of war, and wounded personnel who are unable to resist.
- **Proportionality** dictates that the anticipated loss of life and damage to property incidental to military action must not be excessive in relation to the expected military advantage.
- **Avoidance of unnecessary suffering** requires military forces to inflict no harm to people or cause any damage to property beyond that which is necessary to accomplish the mission.

These principles establish moral boundaries for the use of landpower. (FM 27-10) They are the basis for the rules of engagement and “The Soldier’s Rules.” (See Appendix B) These principles guide Army leaders as they plan and conduct the mission and protect noncombatants and their property to the maximum extent possible.
Within the Army, internal trust depends on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic. Mutual trust is earned and reinforced as Army professionals contribute to the mission by performing their duty, seeking and communicating the truth, and consistently making right decisions and taking right action. Mutual trust is essential to mission command and the exercise of mission command is necessary for the Army to prevail in multi-domain operations. To win in the right way, in lethal and unpredictable combat operations, competent and committed leaders of character are expected to exercise disciplined initiative and accept prudent risk.

Trust within the Army Profession

Mutual trust and cohesive teamwork are essential for the exercise of mission command. Mission command is necessary to accomplish complex, decentralized multi-domain operations, over vast distances. This was recently illustrated during US Army Pacific’s Operation Pacific Pathways, the 25th Infantry Division’s Exercise Cobra Gold, and US Army Europe’s Operation Atlantic Resolve.

Leaders at all levels were trusted and expected to take disciplined initiative to contribute to the mission in the absence of guidance or even reliable communications with the chain of command. Junior leaders accepted risk and solved complex problems based on shared understanding of their commander’s intent, knowing they were contributing to mission accomplishment based on shared understanding of what needed to be done.

Most importantly, leaders candidly, objectively provided assessment of issues that required remediation and adjustment with confidence their chain of command would support their decisions and actions. When organizational leaders establish professional climates, mutual trust and cohesive teamwork enable the proper exercise of mission command.

Trust has a direct relationship on the time and resources required to accomplish the mission. When we are trusted, our leaders can provide mission orders, focused on what must be accomplished (commander’s intent), instead of on how to do it. This allows us the freedom to take disciplined initiative and to accept prudent risk.

Without mutual trust, leaders must provide specific instructions and continuously check for compliance. This transactional approach is less effective and efficient, and may significantly delay or compromise mission accomplishment.

Trust within the Army Profession allows us to task organize diverse units and rapidly assign people to positions within a team where interpersonal relations are not yet established. We trust that Army units are trained and ready and that Soldiers and Army Civilians are certified in character, competence, and commitment—and worthy of trust.

That’s the very essence of mission command and it’s all built upon that single word that’s in the doctrine, the bedrock of the Army Ethic, which is trust. I trust that you will achieve the purpose and you will do it ethically and legally and morally.

General Mark A. Milley, Chief of Staff of the Army

SUMMARY

Trust with the American people and with our Joint and other partners is earned as the Army Profession contributes honorable service, demonstrates military expertise, and provides responsible stewardship of people and resources with ensuring esprit de corps. This external trust is essential for the Army to be granted the autonomy required for the exercise of strategic mission command in all phases of large-scale, multi-domain operations.
Internally, the Army Profession develops Soldiers and Army Civilians to be *Trusted Army Professionals* and *Soldiers for Life* who contribute their best effort to accomplish the mission, do what is right to the best of their ability, and strive for excellence in performance of duty. With mutual trust and cohesive teamwork, we can engage in multi-domain operations at the operational and tactical levels and task organize with diverse units, confident their members are trusted Soldiers and Army Civilians of character, competence, and commitment.

The trust we have earned and continuously reinforce is essential for the autonomy granted by our society and our government, permitting us to exercise discretion in fulfilling our role within the defense community. The ethical, effective, and efficient accomplishment of our mission depends on the freedom to exercise disciplined initiative and accept prudent risk under mission command.
Chapter 5
Honorable Service

The Nation today needs [professionals] who think in terms of service to their country, and not in terms of their country’s debt to them.

General of the Army Omar Bradley, 17th Chief of Staff of the Army

IN SUPPORT AND DEFENSE OF THE CONSTITUTION

Honorable service is support and defense of the Constitution, the American people, and the national interest in a manner consistent with the Army Ethic. We contribute honorable service as we accomplish our mission, perform our duty, and live our lives making right decisions and taking right actions. This requires an understanding of what is right. A right decision and action is ethical, effective, and efficient. In this way, living by and upholding the Army Ethic means that its moral principles are woven through all facets of our lives. Love of country and family, preservation of the peace, and defense of the American people and our values are inherent to our ethos—this is why we serve. (AR 600-100, para 1-7.a.)

As Soldiers and Army Civilians, we accept the responsibility to continuously develop ourselves and others in character, competence, and commitment. These qualities, consistently demonstrated, reinforce the mutual trust and cohesive teamwork that are essential for successful accomplishment of every mission and endeavor. Thus, we aspire to be Trusted Army Professionals.

We are committed to lifelong learning and set the example for what it means to live by and uphold the Army Ethic. Conversely, misconduct undermines trust and can bring discredit on us all. Moral failure compromises the Army Profession’s bond of trust among its members, with the American people, and with the international community. It is our duty to prevent misconduct and to do what is right to stop unethical practices.

Soldiers in combat operations are responsible for the ethical application of lethal force in honorable service to the Nation. The law is explicit. Soldiers are bound to obey the legal and moral orders of their superiors; but they must disobey an unlawful or immoral order. Soldiers are also legally bound to report violations of the law of war to their chain of command.

Upholding the Army Ethic

PFC Justin Watt’s decisions and actions demonstrated the courage that is required to do what is right despite risk, uncertainty, and fear. In March 2006 near Yusufiyah, Iraq, four Soldiers raped a 14-year-old Iraqi girl and murdered her and her family. After learning of these acts, despite imminent risk of retaliation, PFC Watt reported the incident to his chain of command. Ultimately, all four Soldiers were tried and convicted. PFC Watt stated, “If you have the power to make something right, you should do it. Investigation is not my job. But if something went down—something terrible like that—then it’s my obligation to come forward.” His commitment to uphold the Army Ethic at the risk of his own life exemplifies honorable service.

Under normal circumstances, Soldiers and Army Civilians trust their superior’s orders and execute to the best of their ability. However, making a right choice and acting on it when faced with an ethical or moral issue can be difficult. Sometimes it means standing firm and disagreeing with a leader. These occasions test character. If we perceive that an order is unlawful or immoral, we should seek situational understanding regarding the order and its original intent. This may include asking for clarification from the person who issued the order.
If the question is complex, Soldiers and Army Civilians should seek legal counsel. If circumstances do not permit that, Soldiers make the best judgment possible based on their understanding of the Army Ethic and their conscience, as applied to the immediate situation. There is a risk when we disobey what we perceive to be an unlawful or immoral order—and it may be the most courageous decision we ever make.

While none of us can be completely prepared for complex, ambiguous situations, we should reflect on the Army Ethic, study lessons learned, anticipate ethical challenges, and mitigate the risks. It is expected that Soldiers and Army Civilians, as Trusted Army Professionals, will do what they believe is right.

**SUMMARY**

The American people place special trust and confidence in the Army as a profession that considers honorable service—true faith and allegiance to the Constitution—its highest priority. Our military responsibility is conferred by the American people through Congress, the President, and the chain of command. The Oath of Office for officers and Army Civilians and the Oath of Enlistment for enlisted Soldiers share these words:

> “that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same.”

General George Washington exemplified honorable service in his resignation at the close of the Revolutionary War. By this act, he ensured that his immense national popularity as a military leader and hero would not overshadow the necessary exercise of legal authority by the young Congress. Thus, the American military has long recognized and embraced the tradition of subordination to its elected civilian leaders.

With our oaths of service, we make a public commitment, to live our lives, even at the risk of injury or death, in defense of the American people. With our oaths, we express our willingness, as President Lincoln stated at Gettysburg, to offer our “last full measure of devotion.”
Chapter 6

Military Expertise

“[B]e ready to deploy, fight, and win decisively against any adversary, anytime and anywhere....”

The Army Vision, 2018

GUIDED BY THE ARMY ETHIC

Military expertise is the ethical design, generation, support, and application of landpower, and associated capabilities essential to accomplish the mission in defense of the American people. The Army Profession contributes military expertise, preparing for and executing Army missions as assigned by civilian authority. The Army is trusted to accomplish the mission in the right way, ethically, effectively, and efficiently—this is how we serve. (AR 600-100, para 1-7.a.)

FOUR FIELDS OF KNOWLEDGE

The Army Profession develops and demonstrates military expertise in four broad fields of knowledge:

Leader and human development.

The leader and human development field informs how the Army Profession inspires young people to volunteer to accept a calling to honorable service and then simultaneously develops and certifies their character, competence, and commitment. The Army personnel development system lifecycle management functions, including leader and professional development, as well as talent management, are career-long processes, centered on sequential and progressive training, education, and experience. (AR 600-3) Lifelong learning is a professional obligation and is a dual responsibility between the Army Profession and all Army professionals, this includes actively offering and accepting coaching, counseling, and mentoring.

Moral-ethical.

The moral-ethical field addresses the application of landpower as informed by the Army Ethic and in compliance with legal and regulatory requirements. This field encompasses ethical reasoning in decisions and actions at all levels of leadership. Anticipating and addressing the implications of present and future ethical challenges resulting from advancing technology, including the cyber domain, and cultural and social change, including activity “on-line,” are critical responsibilities.

Geo-cultural and political.

The geo-cultural and political field includes cross-cultural and civil-military relations. Geographic factors—strategic, operational, and tactical—must be considered and accounted for in planning and accomplishing the mission. Situational understanding of philosophical, ethnic, religious, and political similarities and differences among both friendly and enemy forces is essential for successful joint and coalition operations.

Civilian control of the Army is codified in our Constitution and confirmed in our oaths of service. Army professionals understand and appreciate this hierarchy and contribute in the decision-making process by offering respectful, candid military advice and counsel. Strategic leaders ensure that the Army’s relationship with constitutional civilian authority is consistent with the first principle of mission command—mutual trust and cohesive teamwork.
Mutual trust with civilian authority and the American people requires transparent and honest interaction with the “free press” and all legitimate sources of news regarding the Army as both a national institution and a “calling to honorable service” for Soldiers, Army Civilians, and the Army Family. Within the limits of operational security, Army professionals support and facilitate the media’s time-honored responsibility to inform the people we defend.

Military-technical.

The military-technical field includes operations at all levels of the military art and science, tactical through strategic. Identification, development, and application of advanced technologies and technical capabilities to accomplish the mission and deter or defeat adversaries and support allies and partners is the goal.

SUMMARY

We apply our military expertise with the autonomy granted by the American people. Soldiers and Army Civilians must contribute their best effort to accomplish the mission. To do so requires understanding and applying the principles of mission command as a valued member of a cohesive team—developing mutual trust through performance of duty with discipline and to standard.

When applying military expertise, Army professionals make decisions and take attendant actions, often with ethical implications and consequences. Whether we are Soldiers or Army Civilians, in war or peace, we make decisions accepting prudent risk and taking action with disciplined initiative, under mission command. Therefore, we have a moral obligation and duty to continuously develop our military expertise.

In all cases, we are guided by the moral principles of the Army Ethic. As Trusted Army Professionals, we aspire to make right decisions and take right actions. However, we understand that honest mistakes and setbacks are inevitable and must be valuable learning experiences, contributing to our professional development, collective wisdom, leadership, and resilience.
Military Expertise—Prevailing in Large-Scale Combat Operations

Saddam Hussein did not expect a strong U.S. response to his invasion of Kuwait and calculated that America's Army could not win in a desert war. General H. Norman Schwarzkopf, Commanding General of U.S. Central Command and the allied coalition, developed a four-stage plan and President George H. W. Bush approved the use of armed forces to repel the Iraqi Army. Simultaneously, the Secretary of State, James Baker began to build what would become a 33-nation military coalition. Nonetheless, we were outnumbered and expectations were that we would suffer enormous causalities in trying to win what was threatened to be the “mother of all battles.”

Behind the scenes, General Schwarzkopf, gathered his senior leaders and explained his intentions. Among those present was General Barry McCaffrey, at the time he was the Commanding General of the 24th Infantry Division, a major component of General Fred Franks’ VII Corps. General McCaffrey said: “The boldness of the plan inspired us because it wasn’t going to be a…frontal assault. It would brilliantly outflank the enemy and save the lives of our troops.” In preparation, General Schwarzkopf gathered his forces from Europe and the United States and positioned them to boldly sprint across seemingly impassible desert to envelop the static defenders in their prepared trenches.

On the eve of the attack, General Franks was inspecting along the line of departure. In speaking to his Soldiers, he expressed his admiration for their courage and his hopes for their success. One of the non-commissioned officers in the 3rd Armored Division spoke up: “Don't worry General, we trust you.” Likewise, General Schwarzkopf was encouraging the troops. He wasn’t a remote commander on a distant hill. His presence reflected his character, competence, and commitment—and he enjoyed the opportunity to shake hands with Soldiers and acknowledge their service on behalf of their countrymen. The attack began….The mission was accomplished in 100 hours. The President counseled with General Schwarzkopf, and then ordered an end to the fighting.

In the years that followed, the battle was studied by friend and foe alike. General Viktor Kulikov, Commander of the Warsaw Pact wrote: “The military operation between the coalition forces and Iraq have modified the idea which we had about the nature of modern military operations.” Demonstrating mastery of the military art and science, General Schwarzkopf developed a plan to accomplish the mission, to liberate Kuwait, in the right way.

The “highway of death” was littered with Iraqi armored weapons, yet there were hundreds of vehicles and men retreating northward. Continued attacks on defenseless forces would violate our ethic, but those routed forces could potentially regroup and prove lethal again. The challenge: how to secure the victory and respect the enemy—because we are Americans, the killing stopped. This success required military expertise in all fields of knowledge—leadership, military technical, geo-cultural & political, and moral-ethical and reminds us of our continuing responsibility to remain masters of this essential characteristic of the Army Profession.
Chapter 7

Stewardship of the Army Profession

Stewardship reflects the Army Profession’s responsibility to be ready for today’s missions, to care for the people and resources entrusted by the American people, and to ensure we are prepared for future challenges to our Nation’s security.

ADP 1 The Army, September 2012

NOW AND FOR THE FUTURE

Stewardship is the responsibility of Soldiers and Army Civilians to strengthen the Army as a profession, to care for the people and resources entrusted to us by the American people, and to ensure we are ready, now and in the future, to accomplish the Army’s mission.

Stewardship requires that we understand our duty represents a trust—it is an office. This responsibility is explicit in the oaths taken by Army officers and Army Civilians (and implied in the Oath of Enlistment). These oaths conclude with the language: “I will well and faithfully discharge the duties of the office upon which I am about to enter.”

The office that Army professionals enter upon taking their oath is a moral responsibility. Specifically, Army professionals are stewards of a special bond of trust and confidence with the American people. The Army must always be trusted to fight and win, in the right way. This is what S. L. A. Marshall described as the Army’s “exceptional and unremitting responsibility.”

Strategic stewardship includes establishing the directives, policies, programs, and systems that provide for the purposeful development of our people, management of our resources, and preparation for the future—while preserving the customs, courtesies, and tradition of the Army.
Strategic Stewardship in Action

The advent of the All-Volunteer Army and the transition from the War in Vietnam, together with the lessons learned from the fast-moving, large-scale combat operations of the 1973 Arab-Israeli War, and growing concerns about the Soviet threat, led the US Army to enter a period of self-assessment, adaptive innovation, and rapid technological change. Much of this effort was spearheaded by Generals William E. DePuy and Donn A. Starry.

PFC Watt stated, “If you have the power to make something right, you should do it. Investigation is not my job. But if something went down—something terrible like that—then it’s my obligation to come forward.” His commitment to uphold the Army Ethic at the risk of his own life exemplifies honorable service.

As the first Commanding General of TRADOC, from 1973 to 1977, General DePuy played a central role in force modernization, designed to deter or defeat the Soviet threat in Europe. This process continued under the leadership of his successor, General Starry, who led development of AirLand Battle doctrine and oversaw fielding of major new weapons systems, required to execute the doctrine.

The Abrams Tank, Bradley Fighting Vehicle, Apache and Blackhawk Helicopters, the Patriot Air Defense System, and other advanced weapons and communications systems, created a credible and successful deterrent force. Readiness was enhanced through major exercises and the pre-positioning of weapons and supplies, enabling rapid deployment in support of strategic plans.

The decisions and actions of these senior leaders and their successors, exemplify strategic stewardship of the Army Profession, ensuring we are always ready to accomplish the mission for today and tomorrow.

Organizational stewardship includes establishing a professional climate that fosters living by the Army Ethic, strengthens mutual trust, and fosters cohesive teamwork. Organizations must be equipped, trained, and certified that they are ready to accomplish the mission, now and in the future.

Individual stewardship is our professional responsibility to continuously strive for excellence in the performance of duty, to pursue lifelong learning, and to contribute our best effort to accomplish every mission. We must be prepared for present duty as we continuously prepare for future challenges.

All trusted professions live by and uphold their ethic and advance their expertise. They anticipate future requirements and prepare to address those challenges. The Army Profession will continue to mature and remain ready only if its leaders, at all levels of responsibility, act as responsible stewards of the institution, our people, and our resources.

Stewards of the Army Profession—

- Manage lifecycle leader and professional development and talent management of Soldiers and Army Civilians.
- Create new knowledge, advancing the ethical design, generation, support, and application of landpower.
- Certify Soldiers and Army Civilians, units and organizations, and programs and systems.
- Sustain and improve infrastructure, installations, and materiel in support of both the Army’s mission and the Army Family.
- Ensure the Army is well-led, equipped, trained, and ready to accomplish its assigned tasks and mission, both for today and tomorrow.
- Maintain and ensure the legacy of the Army’s history, customs, courtesies, and traditions for present and succeeding generations of Soldiers and Army Civilians and their Families.
- Secure the future of the Army, both as a national institution and a trusted military profession.
Stewardship of the Army Profession requires willing subordination to elected and appointed civilian authority. The key condition for American civil-military relations is mutual trust. In assisting to formulate and execute defense policy, Army leaders respectfully and candidly provide their unique expertise and counsel. Ultimately, responsibility for national strategy and policy rests with civilian authority.

The Constitution empowers the Congress to raise and support the Army. As such, throughout our history, the Army has experienced transitions in its missions, structure, personnel policies, and resources. We have responded to these changes as Trusted Army Professionals and will continue to do so to the best of our ability.

SUMMARY

The Army provides landpower, and our public accounting as a profession occurs when the Nation calls us to accomplish the Army mission—to fight and win our Nation’s wars, in the right way. Now and in the future, the Army Profession must contribute honorable service, demonstrate military expertise, and persevere with enduring esprit de corps. Simultaneously, we exercise responsible stewardship, and take care of our profession, people, and resources, as entrusted by the American people. Fulfilling this responsibility strengthens the special bond of trust and confidence with the Nation we serve.

Do not cease to be citizens of the United States. The conditions of Army life are such as to narrow your views. Strive to broaden your sympathies by mingling with those outside of the service and learning from them the things they can teach you. As you are good Soldiers, be good citizens. Let our Army be never one of aggression, but devoted to the interests of justice and peace.

Elihu Root, 38th Secretary of State

Closing Remarks

Dedication of Army War College, 9 Nov 1908

[Parameter, Spring 2001]
Chapter 8

Esprit de Corps

The Soldier’s heart, the Soldier’s spirit, the Soldier’s soul are everything. Unless the Soldier’s soul sustains him he cannot be relied on and will fail himself and ... his country in the end.

General of the Army George C. Marshall

THE ARMY’S “WINNING SPIRIT”

Esprit de Corps denotes the Army’s “Winning Spirit”—a collective ethos of camaraderie, mutual trust and cohesive teamwork. Success on all our missions, requires spirited and dedicated Soldiers and Army Civilians who strive for standards of excellence. Through mission command, we embrace shared intent and situational understanding, accept prudent risk, and exercise disciplined initiative. These guiding principles, in harmony with the Army Ethic, strengthen our identity, resilience, and courage—a never-quit resolve—enabling us to persevere and accomplish the mission in the presence of risk, uncertainty, and fear.

Soldiers and Army Civilians are well-led, well-trained, well-equipped, and ready to accomplish a variety of missions. However, these preparations alone are not enough. The challenges of warfare—a formidable and dangerous enemy, a hostile and uncertain environment, physical and emotional fatigue, separation from loved ones, and attendant stresses—wear on the morale of even the most experienced Army professional. To persevere and prevail in these conditions requires both commitment and resilience. On every mission—whether it is engaging enemy forces, establishing security for a lasting peace, or rebuilding a community devastated by natural disaster—esprit de corps is reflected in our collective perseverance to accomplish the mission, in the right way, as a band of brothers and sisters.

During the epic World War II Battle of the Bulge, the mission that General Middleton gave General McAuliffe on the morning of 19 December 1944 was “Hold Bastogne.” By 22 December, artillery ammunition was running low and German forces encircled the town. There were too few medics, not enough surgical equipment to treat the wounded, and many nearly froze in the snow. Despite these bleak conditions, unit esprit and Soldier morale were high.

What may have been the biggest morale booster came with an enemy ultimatum. At about noon, four German soldiers under a white flag entered the lines of the 2nd Battalion, 327th Infantry Regiment. The terms of their message were simple: “the honorable surrender of the encircled town.” This was to be accomplished in two hours on threat of annihilation by the massed fires of German artillery.

The rest of the story has become part of American military legend: General McAuliffe disdainfully answered the Germans, “Nuts!” Colonel Harper, commander of the 327th, hard pressed to translate the General’s idiom, decided on “Go to Hell!” Nonetheless, the 101st expected that the coming day would be extremely difficult, and it was—but, our Soldiers held Bastogne. The staunch defense of the town impeded the German advance and hastened the celebration of the Allies’ victory in Europe.
For the Army Profession, esprit de corps is embedded in the Army *Culture of Trust, Professional Organizational Climates*, and shared *Identity*. Esprit de corps is reflected in the customs, courtesies, and traditions of the Army. Discipline and standards are intrinsic within the Army tradition. Discipline guides our manner of performance. We conduct ourselves according to the discipline of our military art and science. With discipline, we choose the harder right over the easier wrong in the face of temptation, obstacles, and adversity. Standards establish acceptable levels of performance and achievement; and *Trusted Army Professionals* strive for standards of excellence in performance of duty.

Some may associate discipline only with regulations and the consequences for errors in judgment and conduct. However, it is important to understand that our professional discipline is fundamentally about how we practice our profession. Mission success and performance of duty with discipline and to standard provide a sense of collective and individual accomplishment and continuously strengthen esprit de corps. Discipline demands respect for authority and embracing of the Army Ethic. (AR 600-20, para 4-1)

For Soldiers and Army Civilians, esprit de corps is reflected in—

- Shared understanding of who we are and why and how we serve the American people.
- Motivation, discipline, striving for excellence, and good morale.
- A sense of accomplishment: “Duty Well-Performed!”
- Pride in honorable service, defending the American people.
- Belonging to a cause greater than oneself: love of country, the Army Family, and preserving the peace.
- Living by the Army Ethic.

Within the unit, command, and organization, esprit de corps is evident in—

- A shared sense of purpose and mission.
- Perseverance through adversity and challenge.
- A professional organizational climate—upholding the Army Ethic in the exercise of mission command.
- Honoring organizational customs, courtesies, and traditions and celebrating the legacy we inherit from those who preceded us.
- Pride in mission accomplishment.

The Army Profession strengthens esprit de corps through—

- Shared understanding that “America’s Army” is our profession and one indivisible team.
- Willing obedience to civil authority as a trusted member of the Joint Force.
- Professional and leader development that prepares and certifies Soldiers and Army Civilians.
- Demanding training that ensures readiness to accomplish the mission.
- Programs and systems that are trusted to be ethical, effective, and efficient.
- Shared understanding of *why and how we serve* the American people.

**SUMMARY**

Esprit de corps exists at all levels of the Army Profession and within the Army as a national institution. Our “Winning Spirit” positively influences individual morale, boosts team cohesion, and fosters collective and personal resilience. Esprit de corps contributes to our sense of community—an Army Family—that cares for all its members and will “never leave a fallen comrade.”

Whether engaging enemy forces, establishing security for a lasting peace, or rebuilding a community devastated by natural disaster, esprit de corps strengthens our resolve to persevere through adversity, obstacles, and challenges to always accomplish the mission, in the right way.
Appendix A

Army Values

Professional integrity demands ... an uncompromising commitment to those institutional values which form the bedrock of our profession—the Army Ethic.

FM 100-1 The Army (1981)

In 1981, Army doctrine recognized the Army Ethic as foundational within the Army Profession. Since that time, updates to Army policy and doctrine have articulated the Army Ethic and Army Values in various forms. In 1996, the Army Vision statement identified the Army Values that are inherent within the Army Ethic, as formally expressed in doctrine (ADRP 1, 2015) and policy (AR 600-100, 2017).

The Army Ethic and Army Values remind us and tell the world—the government we serve, the nation we protect, and America’s friends and enemies—who we are and what we stand for. The trust Soldiers and Army Civilians have for each other as Army professionals and the trust the American people place in us as a profession depend on how well we individually and collectively live and uphold these principles and values. (Paraphrase of FM 22-100, para 2-5., 1999)

The moral principles of the Army Ethic define the Army Culture of Trust, shape Professional Organizational Climates, and guide the decisions and actions of Trusted Army Professionals in accomplishing the mission, performing duty, and in all aspects of life—this includes our conduct in the virtual world and when using social media.

Army Values are inherent within the Army Ethic and are embedded within its moral principles.

ARMY VALUES AND THE MORAL PRINCIPLES OF THE ARMY ETHIC

Loyalty

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

Duty

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

We continuously advance the expertise of our chosen profession through lifelong learning, professional development, and our certifications.

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We wisely use the resources entrusted to us, ensuring our Army is well-led and well-prepared, while caring for Soldiers, Army Civilians, and Families.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing our bond of trust with each other and the American people.

Respect

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with respect.

Service

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.
We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We wisely use the resources entrusted to us, ensuring our Army is well-led and well-prepared, while caring for Soldiers, Army Civilians, and Families.

**Honor**

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing our bond of trust with each other and the American people.

**Integrity**

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing our bond of trust with each other and the American people.

**Courage**

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

**ARMY VALUES IN ACTION**

In this light, expression of the Army Values is derived from the moral principles of the Army Ethic, as illustrated below.

**Duty:** Contribute your best effort to accomplish the mission; do what is right to the best of your ability; and strive for excellence.

**Honor:** Be truthful, fair, and uphold the Army Ethic.

**Loyalty:** Bear true faith and allegiance to the Constitution of the United States of America.

**Service:** Contribute to the well-being and benefit of others through cohesive teamwork.

**Respect:** Demonstrate regard for the intrinsic dignity and worth of all people.

**Integrity:** Make right decisions and take right actions.

**Courage:** Do what is right despite risk, uncertainty, and fear.
Appendix B

Oaths, Creeds, and Norms of Conduct

OATHS

B-1. Army professionals swear or affirm to support and defend the Constitution of the United States—not a leader, people, government, or territory. That solemn oath ties service in the Army directly to the founding document of the United States. It instills a nobility of purpose within each member of the Army Profession and provides deep personal meaning to all who serve. The Army Profession derives common standards and a code of ethics from common moral obligations undertaken in its members’ oaths of office. These standards unite members of all Services to defend the Constitution and protect the Nation’s interests, at home and abroad, against all threats.

ARMY OATH OF ENLISTMENT

B-2. The Army Oath of Enlistment (see figure B-1) reads:

I, _______, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. [So help me God].

COMMISSIONED OFFICERS AND WARRANT OFFICERS OATH OF OFFICE

B-3. The Army Oath of Office reads:

I, ________, having been appointed an officer in the Army of the United States, as indicated above in the grade of ______ do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter; SO HELP ME GOD.

NATIONAL GUARD OATH OF ENLISTMENT

B-4. The National Guard Oath of Enlistment reads:

I do hereby acknowledge to have voluntarily enlisted this ___ day of ____, 20__. in the ______ National Guard of the State of ______ for a period of ___ year(s) under the conditions prescribed by law, unless sooner discharged by proper authority.

I, ________, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and of the State of ______ against all enemies, foreign and domestic; that I will bear true faith and allegiance to them; and that I will obey the orders of the President of the United States and the Governor of ______ and the orders of the officers appointed over me, according to law and regulations. So help me God.

NATIONAL GUARD OATH OF OFFICE

B-5. The National Guard Oath of Office reads:

I, _______, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of ______ against all enemies, foreign
and domestic; that I will bear true faith and allegiance to the same; that I will obey the
orders of the President of the United States and of the Governor of the State of ______,
that I make this obligation freely, without any mental reservation or purpose of evasion,
and that I will well and faithfully discharge the duties of the office of _____ in the National
Guard of the State of ______ upon which I am about to enter, so help me God.

ARMY CIVILIAN OATH OF OFFICE

B-6. The Army Civilian Oath of Office (see figure B-2) reads:

I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of
the United States against all enemies, foreign and domestic; that I will bear true faith and
allegiance to the same; that I take this obligation freely, without any mental reservation or
purpose of evasion; and that I will well and faithfully discharge the duties of the office on
which I am about to enter. So help me God.

CREEDS

B-7. The Army is a values-based organization. It upholds principles grounded in the Constitution and
inspires guiding values and standards for its members. Our creeds are statements of deeply held beliefs. Examples of creeds include The Soldier’s Creed, Noncommissioned Officer Creed, and Army Civilian Corps Creed.

THE SOLDIER’S CREED

B-8. The Soldier’s Creed, including the Warrior Ethos (the underlined and bolded text), captures the spirit
of dedication that Soldiers feel in being part of something greater than themselves. It outlines the fundamental
obligations of Soldiers to their fellow Soldiers, their unit, and the Army itself. The Soldier’s Creed extends
beyond service as a Soldier; it includes commitment to family and society.

I am an American Soldier.

I am a warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks
and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy, the enemies of the United States of America
in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

NONCOMMISSIONED OFFICER CREED

B-9. The Noncommissioned Officer Creed reads:

No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers.

As a noncommissioned officer, I realize that I am a member of a time honored corps, which
is known as "The Backbone of the Army". I am proud of the Corps of noncommissioned
officers and will at all times conduct myself so as to bring credit upon the Corps, the
military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

ARMY CIVILIAN CORPS CREED

B-10. The Army Civilian Corps Creed reads:

I am an Army civilian—a member of the Army team.
I am dedicated to our Army, our Soldiers and civilians.
I will always support the mission.
I provide stability and continuity during war and peace.
I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.
I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.
I am an Army civilian.

NORMS OF CONDUCT

B-11. The Army culture promotes certain norms of conduct. For example, discipline is central to its professional identity. Soldiers who manage violence under the stress and ambiguity of combat require the highest level of individual and organizational discipline. Likewise, because Soldiers must face the violence of combat, they require the stiffening of discipline to help them perform their duty.

B-12. Army norms of conduct also demand adherence to the laws, treaties, and conventions governing the conduct of war to which the United States is a party. The law of war seeks both to legitimize and limit the use of military force and prevent employing violence unnecessarily or inhumanely. For Army professionals, this is more than a legal rule; it is an American value. For Americans, each individual has worth. Each is a person endowed with unalienable rights.

THE SOLDIER’S RULES


(1) Soldiers fight only enemy combatants.

(2) Soldiers do not harm enemies who surrender. They disarm them and turn them over to their superior.
Soldiers do not kill or torture any personnel in their custody.

Soldiers collect and care for the wounded, whether friend or foe.

Soldiers do not attack medical personnel, facilities, or equipment.

Soldiers destroy no more than the mission requires.

Soldiers treat civilians humanely.

Soldiers do not steal. Soldiers respect private property and possessions.

Soldiers should do their best to prevent violations of the law of war.

Soldiers report all violations of the law of war to their superior.

**TITLE 10 U.S. CODE STANDARDS OF EXEMPLARY CONDUCT**

B-14. Section 3583 of Title 10, United States Code provides the requirement of exemplary conduct.

All commanding officers and others in authority in the Army are required—

(1) to show in themselves a good example of virtue, honor, patriotism, and subordination;

(2) to be vigilant in inspecting the conduct of all persons who are placed under their command;

(3) to 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

(4) to 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.

**THE GENERAL ORDERS**

B-15. The General Orders are:

General Order Number 1: I will guard everything within the limits of my post and quit my post only when properly relieved.

General Order Number 2: I will obey my special orders and perform all my duties in a military manner.

General Order Number 3: I will report all violations of my special orders, emergencies, and anything not covered in my instructions to the commander of relief.

**CODE OF ETHICS FOR GOVERNMENT SERVICE**

B-16. Civilians employed by the Federal Government abide by the Code of Ethics for Government Service:

Any person in government service should:

1. Put loyalty to the highest moral principles and to country above loyalty to persons, party, or Government department.

2. Uphold the Constitution, laws, and legal regulations of the United States and of all governments therein and never be a party to their evasion.

3. Give a full day’s labor for a full day’s pay; giving to the performance of his duties his earnest effort and best thought.

4. Seek to find and employ more efficient and economical ways of getting tasks accomplished.

5. Never discriminate unfairly by the dispensing of special favors or privileges to anyone, whether for remuneration or not; and never accept, for himself or his family, favors or benefits under circumstances which might be construed by reasonable persons as influencing the performance of his governmental duties.
6. Make no private promises of any kind binding upon the duties of office, since a Government employee has no private word which can be binding on public duty.

7. Engage in no business with the Government, either directly or indirectly, which is inconsistent with the conscientious performance of his governmental duties.

8. Never use any information coming to him confidentially in the performance of governmental duties as a means for making private profit.

9. Expose corruption wherever discovered.

10. Uphold these principles, ever conscious that public office is a public trust.

B-17. The Principles of Ethical Conduct for Government Officers and Employees are:

(a) Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles above private gain.

(b) Employees shall not hold financial interests that conflict with the conscientious performance of duty.

(c) Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.

(d) An employee shall not, except pursuant to such reasonable exceptions as are provided by regulation, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee’s agency, or whose interests may be substantially affected by the performance or nonperformance of the employee’s duties.

(e) Employees shall put forth honest effort in the performance of their duties.

(f) Employees shall make no unauthorized commitments or promises of any kind purporting to bind the Government.

(g) Employees shall not use public office for private gain.

(h) Employees shall act impartially and not give preferential treatment to any private organization or individual.

(i) Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.

(j) Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.

(k) Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.

(l) Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those—such as Federal, State, or local taxes—that are imposed by law.

(m) Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

(n) Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this order.

CODE OF CONDUCT FOR MEMBERS OF THE UNITED STATES ARMED FORCES

B-18. As members of the Armed Forces of the United States, Soldiers protect the Nation. It is a Soldier’s duty to oppose all enemies of the United States in combat or, if a captive, in a prisoner of war compound. A Soldier’s behavior is guided by the Code of Conduct, which has evolved from the heroic lives, experiences, and deeds of Americans from the Revolutionary War to the present.
As a United States citizen and a member of the Armed Forces of the United States, a Soldier’s obligations stem from the traditional values that underlie the American experience as a nation. These values are best expressed in the United States Constitution and Bill of Rights that all Soldiers have sworn to uphold and defend. All United States Soldiers would have these obligations—to country, service, and unit as well as fellow Americans—even if the Code of Conduct had never been formulated as a high standard of general behavior.

The Code of Conduct is an ethical guide. Its six articles deal with a Soldier’s chief concerns as an American in combat; these concerns become critical when a Soldier must evade capture, resist while a prisoner, or escape from the enemy.

**Article I**: I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

**Article II**: I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

**Article III**: If I am captured I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

**Article IV**: If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

**Article V**: When questioned, should I become a prisoner of war, I am required to give name, rank, service number and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

**Article VI**: I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

**Golden Rule**

B-21. Treat others as one would want to be treated; or, do not treat others as one would not like to be treated.
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Character Development within the Army Profession

Lead. Develop smart, thoughtful, and innovative leaders of character who are comfortable with complexity and capable of operating from the tactical to the strategic level.

This vignette illustrates the mutually supporting and interdependent nature of the Army Culture of Trust, Professional Organizational Climates, and our shared Identity working through training, education, and experience to simultaneously develop Trusted Army Professionals of character, competence, and commitment.

A noncommissioned officer is completing a tour of duty as a drill sergeant at Fort Jackson, South Carolina. He is on orders to the 82nd Airborne Division, Fort Bragg, NC and is slated to be assigned as a platoon sergeant.

In high school he was motivated to join the Army after watching a Golden Knights parachute demonstration at the local county fair. He spoke with some members of the Army Parachute Team and was inspired to serve his country as a Soldier.

His recruiter encouraged him through the application process, met with his family, and verified his academic, mental, physical, and medical qualifications and eligibility. He completed all requirements through the Military Entrance Processing Station and arrived at Fort Benning, GA, for Initial Military Training.

His drill sergeants provided inspiration and instilled pride and discipline in all the trainees. He completed his training to standard and he learned to strive for excellence. When he was taught to shoot, move, and communicate, he was taught to do so in the right way. He learned he could trust his leaders and his fellow Soldiers and they graduated as a cohesive team.

Following Airborne School, he was assigned to the 173rd Airborne Brigade, Vicenza, Italy, and then deployed. In combat, he found unexpected challenges to his character as local customs and culture conflicted with his commitment to live by and uphold the Army Ethic. With the support of caring leaders and peers within a professional organizational climate, he maintained his integrity and performed well.

After this successful tour of duty, he was promoted to sergeant and transferred to the 1st Infantry Division, Fort Stewart, GA. He conducted rigorous home station training, completed a combat training center rotation, and again deployed to a combat zone, serving as a squad leader. In the presence of adversity, his unit demonstrated its esprit de corps. With mutual trust and cohesive teamwork, his team accomplished its combat missions in the right way. He was commended for his performance of duty and volunteered to be a drill sergeant.

He earned the "badge and hat" and enjoyed the challenge and opportunity of being on the trail, training young Soldiers to be Army Strong. Now he is looking forward to serving as a platoon sergeant and All-American at Fort Bragg, NC. He loves being a Soldier.

He identifies with being a Trusted Army Professional, seeing himself as an honorable servant in defense of the Nation, an Army expert in his military occupational specialty, and a faithful steward of the Soldiers and resources entrusted to his care.

His new battalion assigns him a sponsor who helps him transition and secure quarters for his spouse and two young daughters. His company commander, first sergeant, and platoon leader personally welcome him to the unit. After settling in, his initial orientation includes command philosophy; unit-specific mission focus; standard operating procedures; and recent, current, and upcoming training. The unit will recognize him and his family at the monthly hail and farewell event.
In the performance of his new duties, he will benefit from formal and informal coaching and counseling, routinely communicating with his former first sergeant from his time with the 173rd, a trusted mentor. As an Army leader, he will develop himself and others in character, competence, and commitment. He embraces the mission command philosophy and will ensure his Soldiers are ready to accomplish the mission. He knows this is his moral imperative.

In all his Army experiences—beginning with recruiting and continuing through his training, education, and operational assignments—he has learned that on and off duty, in and out of uniform, in all aspects of life he is expected to live by and uphold the moral principles of the Army Ethic, including Army Values.

The deliberate leader development process that brought him to this place will continue throughout his career. Upon retirement or honorable discharge from active duty, he will serve his Nation and community as a Soldier for Life. He is both a leader and follower who is a trusted Army professional.

This outcome requires that strategic leaders establish transparent policies and practices affecting recruiting, professional military education and training, assignments, awards, and promotions that contribute to an Army Culture of Trust. Organizational leaders provide education, training, and experience—sequentially and progressively—certifying that standards are met within Professional Climates that reflect the Army Ethic and the philosophy and doctrine of mission command. Direct leaders live by and uphold the Army Ethic, inspire, teach, coach, counsel, mentor, and ensure their subordinates are Trusted Army Professionals and ready and resilient Soldiers for Life.

But what if …

He joined the Army, persuaded only by the benefits and pay that advertising presented as attractive material options. His recruiter guaranteed training and assignment that the Army could not honor based on his Armed Services Vocational Aptitude Battery scores. His experience at the MEPS was bureaucratic and transactional. His drill sergeants were unprofessional, overly strict, demeaning, and solely focused on standards with no interest in explaining the Army as a “Calling to Honorably Service” on behalf of the American people.

In combat, he experienced violations of the rules of engagement and observed abusive misconduct. Few cared about or upheld the principle that we are all people of dignity and worth, deserving of respect.

In garrison, he witnessed exaggerated reports regarding the status of maintenance, supply accountability, and personnel readiness. Standards on physical fitness tests, range qualification, and required unit training were lax and sometimes “pencil-whipped.” He frequently felt a tension between “loyalty” to his team and doing what his conscience said was the right thing to do.

The list could go on …

The contrast between the two pictures is clear. The first story supports development in character, competence, and commitment. The contrast represents a disconnect between the way things sometimes are and the way they should be. The result is disillusionment and cynicism, which undermine dedication to honorably serve the Nation.

While either path may lead to development of a Soldier who understands and applies the competencies of his MOS, the latter could result in development of an NCO, lacking in character. His decisions and actions and those of his subordinates are likely to reflect the practiced values of his unprofessional organizational climate and not the moral principles of the Army Ethic, which would appear to be only words on paper.

The first example clearly illustrates the Army’s intent for Character Development in all aspects of training, education, and experience. Achieving this goal requires that Army leaders, at all levels, recognize and fulfill their responsibilities to continuously develop character in themselves and others.
Source Notes

This division lists sources by page number. Where material appears in a paragraph, it lists both the page number followed by the paragraph number.

Glossary

The glossary lists acronyms and terms with Army definitions. Terms for which ADP 1-1 is the proponent are marked with an asterisk (*).

SECTION I – ACRONYMS AND ABBREVIATIONS

- ADP: Army doctrine publication
- DA: Department of the Army
- FM: field manual
- U.S.: United States

SECTION II – TERMS

*Army Civilian Corps
A community within the Army Profession composed of Army Civilians serving in the Department of the Army.

*Army Culture of Trust
Reflects the Army Ethic wherein Army strategic directives, policies, systems, and programs are trusted to be ethical, effective, and efficient. (see culture, below)

*Army Ethic
The set of enduring moral principles, values, and beliefs and applicable laws embedded within the Army Culture of Trust that motivates and guides the Army Profession and Trusted Army Professionals in conduct of the mission and performance of duty.

*Army Profession
A vocation of Soldiers and Army Civilians whose collective expertise is the ethical design, generation, support, and application of landpower; serving under civilian authority; and entrusted to defend the Constitution and the rights and interests of the American people.

*certification
Verification and validation of an Army professional’s character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard.

*character
Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

*character development
The continuous process within the Army as an institution, in Army organizations, and between leaders and subordinates—integrated within sequential and progressive training, education, and experience—that strengthens the resolve of Trusted Army Professionals to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.
climate
The state of morale and level of satisfaction of members of an organization. (AR 600-100) (see Professional Organizational Climate, below)

commitment
Resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.

competence
Demonstrated ability to successfully perform duty with discipline and to standard.

culture
The set of long-held values, beliefs, expectations, and practices shared by a group that signifies what is important and influences how an organization operates. (AR 600-100) (see Army Culture of Trust, above)

diversity
The different attributes, experiences, and backgrounds of our Soldiers, Civilians, and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army. (AR 600-100)

esprit de corps
Denotes the Army’s enduring “Winning Spirit”—a collective ethos of mutual trust and cohesive teamwork that overcomes adversity, obstacles, and challenges.

external trust
The confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently.

honorable service
Support and defense of the Constitution, the American people, and the national interests in a manner consistent with the Army Ethic.

identity
One’s sense of self; perception of one’s roles and purpose in life. (see Trusted Army Professional, below)

inclusion
A process that cultivates a work environment that connects Soldiers, Civilians, and Family Members; encourages collaboration, flexibility, and fairness; and leverages diversity so that all are enabled to participate and contribute to their full potential. (AR 600-100)

internal trust
Reliance on the character, competence, and commitment of Soldiers and Army Civilians to live by and uphold the Army Ethic.

leader development
The deliberate, continuous, and progressive process—founded in the Army Ethic—that develops Soldiers and Army Civilians into competent, committed professional leaders of character. Leaders are developed through the career-long synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains. Leader development is inclusive of all cohorts and components, beginning prior to accession and continuing until the leader leaves service. (AR 350-1)

military expertise
The ethical design, generation, support, and application of landpower, and associated capabilities essential to accomplish the mission in defense of the American people.
**Glossary**

- *Profession of Arms*
  - A community within the Army Profession composed of Soldiers of the Regular Army, Army National Guard, and Army Reserve.

- **professional development**
  - The deliberate and continuous process of training, education, and experience that prepares Soldiers and Army Civilians of character, competence, and commitment to perform present and future duty in accordance with the Army Ethic. (AR 600-100)

- *Professional Organizational Climate*
  - An environment that supports mutual trust and cohesive teamwork based on the expectation and standard that all live by and uphold the Army Ethic in the exercise of mission command. (Consistent with TP 525-3-3 The U.S. Army Functional Concept for Mission Command 2020-2040, see *climate*, above)

- **Soldier**
  - An individual serving in the Active Army, Army National Guard, or U.S. Army Reserve, in the rank of private through general; a member of the Profession of Arms.

  - “An American Professional Soldier is an expert, a volunteer certified in the Profession of Arms, bonded with comrades in a shared identity and culture of sacrifice and service to the Nation and the Constitution, who adheres to the highest ethical standards and is a steward of the future of the profession.” (TC 7-21.13 Soldier’s Guide)

- *stewardship*
  - The responsibility of Soldiers and Army Civilians, to strengthen the Army as a profession, to care for the people and resources entrusted to us by the American people, and to ensure we are ready, now and in the future, to accomplish the Army’s mission.

- *Trusted Army Professional*
  - The shared identity of Soldiers and Army Civilians, certified in character, competence, and commitment, who honorably fulfill their oaths of service. (see, *identity*, above)
References

Use Chapter Intro for line that states when URLs accessed.

REQUIRED PUBLICATIONS
These documents must be available to the intended users of this publication.

JP 1-02, Department of Defense Dictionary of Military and Associated Terms. 08 November 2010.
ADP 1-02, Terms and Military Symbols. 14 August 2018.
AR 600-100. Army Profession and Leadership Policy. 05 April 2017.

RELATED PUBLICATIONS
These documents contain relevant supplemental information.

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