

## INFORMATION PAPER

ATZL-MCE  
16 February 2018

**SUBJECT:** Fiscal Year 19-20 *America's Army – Our Profession* theme, “Prevailing in Large-Scale Combat Operations: Character, Trust, and Mission Command”

**1. Purpose.** To provide background and context supporting the Fiscal Year (FY) 19-20 *America's Army – Our Profession* Education Program.

### **2. Background.**

- a. *America's Army – Our Profession* (AAOP) themes are approved by the Secretary of the Army and Chief of Staff of the Army (CSA) to educate the Total Force on topics important to the Army as a profession.
- b. The FY 19-20 AAOP theme highlights the importance of the Army prevailing in large-scale combat operations by exercising mission command, which requires mutual trust and depends on character.
- c. The biennial theme continues the strategic intent of previous themes to inspire and motivate commitment to fulfill our professional responsibilities to each other, the Army, and the American people.
  - (1) In 2013, AAOP themes focused on: “Standards and Discipline”; “Customs, Courtesies, and Traditions”; “Military Expertise – Certified Army Professionals”; and “Trust.”
  - (2) In FY 14, the AAOP theme, “Stand Strong,” reemphasized “Trust” and addressed “Honorable Service and Stewardship.”
  - (3) In FY 15-16, the first biennial AAOP theme transitioned to “Living the Army Ethic, Why and How We Serve” and focused on applying the moral principles of the Army Ethic in our decisions and actions through conduct of the mission, performance of duty, and in all aspects of life (ADRP 1, June 2015).
  - (4) Most recently, in FY 17-18, the AAOP theme emphasized “One Army, Indivisible” to reinforce mutual trust among our components and cohorts in the Total Force.

### **3. Discussion.**

- a. Concept. Strategic leaders strengthen the Army *Culture of Trust* and set the conditions that support *Professional Organizational Climates* and living our *Shared Identity*. Organizational leaders establish climates that motivate Soldiers and Army Civilians to live by and uphold the Army Ethic in the exercise of mission command. Direct leaders inspire their followers to embrace our shared identity as *Trusted Army Professionals*.

- b. Intent. The Army conducts the FY 19-20 AAOP program to educate the Total Force on *The Army's Framework for Character Development* and the mutually supporting nature of culture, climate, and identity. In order to prevail in large-scale combat operations, Soldiers and Army Civilians must understand the interdependent relationships between character, trust, and mission command. Consistent demonstration of character, competence, and commitment develops mutual trust and cohesive teamwork – the first principle of mission command. The outcome is readiness to prevail in the complex operational environment described in our doctrine (ADP/ADRP/FM 3-0).
- c. Execution. The FY 19-20 AAOP theme begins 1 October 2018 and continues through 30 September 2020. All Army organizations should integrate the AAOP theme materials and concepts within their professional development programs, education, training, and operations to achieve five learning objectives:
  - (1) Define character – intrinsically and operationally – in the context of mission command and large-scale combat operations.
  - (2) Explain why character is essential in conduct of the mission, performance of duty, and all aspects of life.
  - (3) Explain the interdependent relationships between character, trust, and mission command.
  - (4) Explain *The Army's Framework for Character Development* and the mutually supporting nature of culture, climate, and our shared identity.
  - (5) Illustrate through vignettes the responsibilities of strategic, organizational, and direct leaders and followers in character development within the Army Leader Development Strategy (ALDS).
- d. Outcome. A cohesive Total Force, ready for large-scale combat operations, that intentionally develops character, competence, and commitment and exercises mission command.

#### **4. What You Should Do.**

- a. Integrate FY 19-20 AAOP theme materials and concepts into your professional development programs.
- b. Implement *The Army's Framework for Character Development* by fulfilling your responsibilities as a leader (strategic, organizational, and direct) and follower.
- c. Create and sustain a professional organizational climate, wherein the standard and expectation are that all live by and uphold the Army Ethic in the exercise of mission command.
- d. Set the example; uphold the Army Ethic in your decisions and actions; coach, counsel, and mentor others to strengthen our shared identity as *Trusted Army Professionals* of character, competence, and commitment.

- e. Develop character in yourself and others within education, training, and operations simultaneously with competence and commitment; inspire and motivate self-development with your Soldiers and Army Civilians.
- f. Take advantage of “customs, courtesies, and traditions” (e.g., promotions, award ceremonies, assumptions of command or responsibility, retirements) to foster esprit de corps and reinforce commitment to accomplish the mission in the right way – ethically, effectively, and efficiently.
- g. Share lessons-learned and encourage Soldiers and Army Civilians to write articles and generate discussions regarding how we can prevail in large-scale combat operations through demonstration of character, trust, and mission command.

#### **5. How the Center for the Army Profession and Ethic (CAPE) Can Help.**

- a. The CAPE website (<http://cape.army.mil/aaop/>) includes materials to support the FY 19-20 AAOP theme. The products are designed to support your professional development programs through facilitated discussions and key messaging.
- b. Products from previous AAOP themes are available on the website and remain relevant to strengthening character, trust, and mission command across the Army.
- c. CAPE leadership is available to conduct Army Profession seminars for division-level and higher organizations and equivalents in all components. The two-hour facilitated activity is designed to generate discussion focusing on the Army Profession, Army Ethic, and Character Development. The goal is to strengthen our shared identity as *Trusted Army Professionals* and to promote our shared responsibility to develop character in ourselves and others. CAPE can demonstrate facilitation techniques and provide training materials to support the chain of command in conducting professional development sessions. To learn more about and schedule an AP seminar, visit the CAPE website, <http://cape.army.mil>.

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