

Lesson Plan

STANDARDS AND DISCIPLINE (version 2)

AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

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1. **OVERVIEW.** This lesson plan helps you assemble and conduct a professional development session on Standards and Discipline with regards to the Army Profession. *America's Army – Our Profession* training support packages are designed to support organizational professional development sessions using the case study method to promote and socialize Army Profession terms and concepts. The video case study exercises provided are called CaseEXs. Each CaseEX is an Army Professional's story combined with supplemental questions and reflective practice that guides you through a rich group discussion on how the story relates to the Army Profession and how it shapes an Army Professional's behavior. Ensure that you complete the Army Profession Overview lesson to introduce professionals to these terms and concepts before leading this development session.

Remember the learning occurs during facilitated DISCUSSION.

2. **BACKGROUND.** The CSA approved the *America's Army – Our Profession* Education and Training program to develop a commonly understood, accepted, and internalized meaning of the Army Profession and Ethic. The goal intent is all members of the Profession are aware of and understand the Army Profession doctrine and concepts, participate in an ongoing dialogue about the Profession and conduct themselves in a manner worthy of their professional status. This second version of the Standards and Discipline lesson plan coincides with the rollout of the new AR 670-1 and its accompanying DA Pam as an opportunity to revisit training on standards and discipline. By doing so, Army Professionals can better understand why Uniform Standards play an important part in the Army Profession.
3. **LEARNING OUTCOMES.**
 - a. Army Professionals can clearly communicate and meet standards that are describable, measurable, meaningful, and achievable.
 - b. Army Professionals uphold standards and develop discipline through face-to-face coaching, counseling, and mentoring.
 - c. Army Professionals demonstrate discipline in performing right actions, taking situational ownership, and assuming accountability for results.
 - d. Army Professionals understand that discipline is the positive way the Army practices its Profession.
4. **TRAINING REFERENCES.**
 - a. *Army Doctrine Publication (ADP 1): The Army*, Chapter 2 (Our Profession)
 - b. *Army Doctrine Reference Publication (ADRP 1): The Army Profession*

- c. Army Doctrine Reference Publication (ADRP 6-22): Army Leadership, Chapter 3-5 (Discipline)
- d. Army Doctrine Reference Publication (ADRP 7-0): Training Units and Developing Leaders, Chapter 2-5 (Standards)
- e. *Army Profession Pamphlet*: Downloadable pdf on the Army Profession available at <http://cape.army.mil>.
- f. CAPE Public Website: <http://cape.army.mil>.

5. ADDITIONAL INSTRUCTOR RESOURCES.

Facilitator Toolkit: Additional videos and techniques to help a trainer become a more effective facilitator (CAPE Public Website: <http://cape.army.mil>).

6. GUIDANCE.

Prepare.

- Locate your training site and determine if it has internet capability. If there is internet capability at your training site, present and facilitate the session online. If there is no internet capability, you can download the entire Standards and Discipline learning package.
- Review for familiarization the Army doctrine on the Army Profession concepts (refer to paragraph 4 - Training References).
- Review the material on the CAPE web site on reflective practice and how-to effectively facilitate a small group development session.
- Print lesson plan and student handouts.
- Review associated CaseEXs and print their facilitator cards.
- Rehearse your role in the education and training session as a facilitator.

Conduct.

- Distribute student handouts.
- Present the online learning package and give talking points with associated slides as you progress through the presentation.
- Get your group involved by asking the discussion questions and facilitate further discussion.
- Use the CaseEX to allow the group to apply what they have learned in the training to a real-life situation.
- Lead your group in a reflective practice exercise to answer the following questions:
 - What? (What learning concerning the Standards and Discipline occurred during the education and training session?)
 - So what? (Why does it matter?)
 - Now what? (How will I use this information/new knowledge and apply it to my situation/unit/organization?)

Follow up.

- Seek and leverage future opportunities to continue the discussion of Standards and Discipline within your organization.

7. TRAINING AIDS.

- a. Standards & Discipline Training Support Package for *America's Army – Our Profession*

- b. A/V equipment, computer, as required
 - c. White board, poster board, and markers to list ideas
 - d. *Participant Handout*: Material to support the lesson
 - e. *Facilitator note cards*: Material to support facilitated discussions of video case exercises
8. CONDUCT OF LESSON. Suggested Lesson Timeline (timeline can be adjusted based on time available and organization requirements):

<u>Min</u>	<u>Activity</u>
02	Introduction/Goals
10	Standards & Discipline video and brief discussion (7:45)
06	Facilitated discussion of standards and of discipline
06	Facilitated discussion of the importance of discipline
08	Facilitated discussion of standards, discipline, and the three C's of certification
15	Facilitated discussion of "Discipline (Diem)" (2:59)
15	Facilitated discussion of "Adherence to Standards" (Pt 1 = 2:51; Pt 2 = 2:15)
<u>05</u>	<u>Summary / Conclusion</u>
65	Total Minutes

9. SLIDES AND CASE-EX VIGNETTES.

<u>Slide 1</u> Title Page <p>Slide talking points: We are going to talk about "Standards & Discipline" and their importance for Army Professionals. As Army Professionals, we continuously develop in competence to perform our Duty with <i>discipline</i> and to <i>standards</i>. Simultaneously, we demonstrate our character in making decisions and taking actions always consistent with Army Values. As professionals, we show our commitment to the mission despite risk, adversity, and challenge to perform our duties with <i>discipline</i> and to <i>standards</i>. The goal of this session is to have an open discussion where we can express ideas and learn from one another while we learn about our Army Profession and doctrine.</p>	
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<p>Slide 2</p> <p>Slide talking points: These are goals for our discussions today. Across the Army, professionals are subject to standards – of initial entry, admission to schools and promotion; general performance standards – have slipped during the past decade. Discipline declined as well, along with the willingness to uphold standards. Most felt this decline was due to the repeated cycle of deploy, reset, deploy, reset over the past decade.</p>	<p>Learning Outcomes Recognize and be able to discuss:</p> <p>Army Professionals:</p> <ul style="list-style-type: none"> • Can clearly communicate and meet standards that are describable, measurable, meaningful, and achievable. • Uphold standards and develop discipline through face-to-face coaching, counseling, and mentoring. • Demonstrate discipline in performing right actions, taking situational ownership and assuming accountability for results. • Understand that discipline is the positive way the Army practices its profession.
<p>Slide 3</p> <p>Slide talking points: Army Professionals performing with discipline and to standards is central to professional identity.</p> <p>Facilitator Action: This video introduces the ideas of standards and discipline as terms in the professional context.</p> <p>Ask your group: “Why are Standards set? What is Discipline?” After brief discussion, click the arrow to begin the video.</p>	<p>Standards and Discipline</p> 
<p>Slide 4</p> <p>Facilitator Action: Ask your group for their reactions to the statements on the slide.</p> <p>During or after the discussion bring out the following slide talking points: Performing duties with discipline and to standards is a hallmark of Army Professionals, setting us apart, building the trust that is the bedrock of our Profession, and enabling mission command. Army Professionals must ensure standards are describable, measurable, and achievable. Our establishment of clear standards and discipline to achieve and enforce these standards is the basis for military expertise and trust.</p>	<p>What are Standards?</p> <ul style="list-style-type: none"> • Standards are formal, detailed instructions – describable, measurable, and achievable. • While a standard normally represents the minimum level for satisfactory performance of duty, Army Professionals aspire to exceed the standard. • Standards include rules and regulations, specifications, operational requirements, and models of personal excellence.
<p>For Further Reference or to Support Discussion:</p> <p>Standards are formal, detailed instructions – describable, measurable, and achievable. (See ADRP 7-0 <i>Training Units and Developing Leaders</i>)</p> <ul style="list-style-type: none"> • A standard is the accepted proficiency level acquired to accomplish a task (ADRP 7-0, p. 2-2). • Standards are the established level or quality of excellence that must be attained in the performance of duty. • Standards specify the norms by which performance is evaluated. • Standards are expressed in federal law, DoD and Army policies, directives, regulations, doctrinal publications, and unit policies and SOPs. • Standards assign appropriate responsibility and delegate authority for all to uphold and achieve or surpass the standards. 	

<p><u>Slide 5</u></p> <p>Facilitator Action: Ask your group for their reactions to the statements on the slide.</p> <p>During or after the discussion bring out the following slide talking points: With the rollout of our new AR 670-1 and its accompanying DA Pam, this is a perfect time to revisit training on standards and discipline. By doing so, we can better understand why they play such an important part in our Army Profession. When we commit ourselves to personal excellence, it makes a statement about our character, competence, and our shared identity as Army Professionals. Doing so sustains trust in our relationship with the American people.</p>	<p>Aspiring to Excellence</p> <ul style="list-style-type: none"> • Army Professionals demonstrate personal excellence and pride through standards and discipline • By upholding the Army Uniform and Insignia standard (AR 670-1), we hold ourselves accountable to a high but achievable standard • Professionals continually review and improve standards over time • Indicator of character: a disciplined person can be counted on in difficult times. 
<p><u>Slide 6</u></p> <p>Facilitator Action: Ask your group for their reactions to the SMA's statement on the slide.</p>	<p>Army Professionals Embrace a New Uniform Standard</p> <p>AR 670-1 (2014)</p>  <p>"Our Army has always prided itself on military appearance, its uniforms and proper grooming, and these changes don't change that commitment. Each of us must ensure we not only know the regulations, but also embrace the underlying reasons for their implementation."</p> <p>-- Sergeant Major of the Army Raymond F. Chandler III</p>
<p><u>Slide 7</u></p> <p>Facilitator Action: Ask your group for their reactions to the statements on the slide.</p> <p>During or after the discussion bring out the following slide talking points: Performing duties with discipline and to standards is a hallmark of Army Professionals, setting us apart, building the trust that is the bedrock of our Profession, and enabling mission command. Discipline, when used to uphold properly established standards, is reflected in the decision to do what is right. Discipline reflects the self-control necessary in the face of temptation, challenges, adversity, fatigue, and fear to do the harder right instead of the easier wrong.</p>	<p><u>What is Discipline?</u></p> <ul style="list-style-type: none"> • <i>For an individual</i>, self-discipline is the ability to control one's behavior. Self-discipline expresses what the Army Values require – willingly doing what is right. • <i>For an organization</i>, discipline is a mindset to practice sustained, systematic actions. • <i>For Army Professionals</i>, discipline is the positive way the Army practices its Profession.
<p>For Further Reference or to Support Discussion:</p> <p>Discipline is fundamentally about how and why we positively practice our Profession – effectively, ethically, and with character – (i.e. not just about punishment for wrongdoing). (See ADRP 6-22 Army Leadership)</p> <ul style="list-style-type: none"> • Discipline is behavior tempered by high standards of conduct and performance. • Discipline at the individual level is the ability to control one's own behavior, willingly doing what is right. • Discipline reflects our commitment to policies, procedures, and processes that are consistent with the Army Ethic. • Discipline often requires attending to the organizational and administrative details (e.g. maintenance, supply, training management, property accountability, coaching, counseling, and 	

mentoring) that are essential for efficiency and effectiveness.

Slide 8

Facilitator Action: "What does this quote mean to you?"

During or after the discussion bring out the following slide talking points: We as Army Professionals must understand that discipline is the positive way the Army practices its profession. Discipline and pride go hand-in-hand, building individual and collective esprit de corps. Soldiers, who manage violence under the stress, fear, and ambiguity of combat, require the highest level of individual and organizational discipline.

Discipline is based on pride in the profession of arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so engrained that it is stronger than the excitement of battle or the fear of death.

- General George S. Patton, Jr.

ADRP1

Facilitator Action:

Ask the following questions and support discussion among your group.

- "How important is leader presence to establishing standards and developing discipline in organizations?" (See ADRP 6-22 Army Leadership for more on the topic of leader presence)
- "May standards be adapted based on the environment? If so, how? What, if any, impact does this have on discipline and leadership?"
- "To what extend should a leader explain the underlying purpose for a standard? Are there examples when a leader will not necessarily understand the reason behind a standard, yet still expect others to abide by it with discipline?"

Slide 9

Slide talking points: As Army Professionals we must take ownership and perform all duties with discipline and to standards.

An effective leader instills discipline and builds esprit de corps by training to standards, sensibly using rewards and punishment, instilling confidence, building trust among team members, and ensuring they have the necessary technical and tactical expertise. (See ADRP 1, *The Army Profession*)

Ask your group: "How are Standards and Discipline a part of the Army culture?"

"How are Standards and Discipline related to who we are as Army Professionals?"

Discuss as a group then go to the next slide.

Discipline is central to the Army's Professional Identity.

ADRP1



Slide 10

Slide talking points: We can see by the definitions of Competence, Character, and Commitment that upholding **standards and discipline** are an important part of who we are. Obviously, standards and discipline are central to our identity as Army Professionals.

Slide talking points: Performing our duties with discipline and to standards is integrally related to the five essential characteristics of the Army Profession.

Ask your group: "How are the statements on the slide related

Army Professionals are Certified by their Demonstrated:

Competence:

Army Professionals' demonstrated ability to successfully perform their duties and to accomplish the Mission with discipline and to standards.

Character:

An Army Professional's dedication and adherence to Army Values and the Profession's Ethic as consistently and faithfully demonstrated in decisions and actions.

Commitment:

The resolve of Army Professionals to contribute Honorable Service to the nation, to perform their duties with discipline and to standards, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenges."

<p>to the Army Profession's essential characteristics?" Discuss as a group.</p> <ul style="list-style-type: none"> • How is <i>Competence</i> related to developing expert knowledge in our Profession (i.e. the essential characteristic of Military Expertise)? • How is <i>Character</i> related to upholding our Profession's essential characteristic of Honorable Service? • How does <i>Commitment</i> reinforce our Profession's essential characteristics of Stewardship and Esprit de Corps? • How do <i>Competence</i>, <i>Character</i> and <i>Commitment</i> result in Trust throughout the Army and with the American people? • 	
<p><u>Slide 11</u></p> <p>CaseEX & Facilitated Discussion: Select a CaseEX and view it, asking questions, and aiding the discussion after each segment by referring to the attached facilitator's card.</p>	<p>Case Examples Click on an image to watch the video.</p> 

10. TRAINING & EDUCATION SUMMARY / CONCLUSION.

<p><u>Slide 12</u></p> <p>Facilitator's Action: Ask your group the first question. Get opinions and feedback, and facilitate discussion as to how they can apply what they have learned to their unit/organization. Then ask the second and third questions, facilitating discussion and reflection.</p>	<p>Apply the Learning</p> <ul style="list-style-type: none"> • Where could we include the positive aspects of standards and discipline in our organization? • How are we demonstrating professional discipline in our daily interactions? • How are we stewarding the profession by owning standards and upholding discipline? • How do standards and discipline relate to AR 670-1 from your perspective?
<p><u>Slide 13</u></p> <p>Slide talking points: To conclude:</p> <ul style="list-style-type: none"> • Army Professionals can clearly communicate and meet standards that are describable, measurable, meaningful, and achievable. • Army Professionals uphold standards and develop discipline through face-to-face coaching, counseling, and mentoring. • Army Professionals demonstrate discipline in performing right actions, taking situational ownership, and assuming accountability for results. • Army Professionals understand that discipline is the positive way the Army practices its Profession. 	<p>Conclusion</p> <p>Army Professionals:</p> <ul style="list-style-type: none"> • Can clearly communicate and meet standards that are describable, measurable, meaningful, and achievable. • Uphold standards and develop discipline through face-to-face coaching, counseling, and mentoring. • Demonstrate discipline in performing right actions, taking situational ownership and assuming accountability for results. • Understand that discipline is the positive way the Army practices its profession.

Slide 14

For more information, and to support professional development, visit <http://cape.army.mil>.

End Page

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Facilitator Action: Check on Learning and Promote Reflective Practice

Determine if group members have gained familiarity with the material discussed by soliciting student questions and explanations. Ask the students questions and correct misunderstandings.

Learning

Q – What do you think, about what you learned?

Q – How do you feel about what you learned?

Q – What did you learn from listening to the reactions and reflections of other Army Professionals?

Reflection

Q – What will you do with your new information?

Q – What are the future implications of this decision, or of this experience?

Q – How can you integrate what you have learned into your own organization?

Facilitator Action:

Feedback is encouraged - take a minute and provide us with your comments at

<http://cape.army.mil>

Additional education and training material is available to you at <http://cape.army.mil>.