

Army Values: Expanded Web Message

On December 30, 1985, Secretary of the Army John O. Marsh Jr. and Army Chief of Staff General John A. Wickham proclaimed *Values* as the Army theme for 1986. In their joint proclamation they stated that "Values are the heart and soul of a great Army. . . . From values we draw purpose, direction, vitality and character — the bedrock of all that we do in the Total Army." Further, they declared, "The values to which we subscribe spring from, and even transcend, those of the society we serve. They become the framework for the lifelong professional and personal development of our soldiers, leaders and civilians."



Those words are just as important today as they were in 1985. Why? **Our Army is at War** and we, at the U.S. Army Acquisition Support Center (ASC), must remain **Relevant and Ready**.

Soldiers and civilians enter the Army and government service with their own value system that is developed over time by what they have seen, learned and experienced. But Army Values form the foundation of a person's character of service. Army Values guide the AL&T Workforce in making difficult decisions in the workplace *and* in our daily lives. They are at the very core of every good person and demand the highest moral standards without compromise, making us all better Soldiers and citizens.

Army Values form the identity of America's Army as an organization and are the glue that binds us as individuals together as Army Acquisition Corps (AAC) professionals. These values tell us what we need to be in every action we take — for the good of the Soldiers we support and the Nation we serve. They are non-negotiable, and apply to everyone all the time and in every situation.

Often leaders are called upon to influence their subordinates, requiring them to go beyond the normal limits of human nature. When both the leader and the follower share the same Army's Values, motives are not questioned, discipline is not an issue and both parties understand the greater significance of accomplishing the mission — preserving our country's liberty and defending the Constitution of the United States of America.

Loyalty: Bear true faith and allegiance to the U.S. Constitution, U.S. Army, Army Acquisition Corps, Acquisition Support Center and our Soldiers.

Loyalty is the faithful adherence to a person (your supervisor or division chief), the AAC/ASC or Army. Loyalty is the thread that binds our actions together and causes us to support each other, our superiors, our family and our country.

Supporting a superior or a program, even though it is being openly criticized by peers or subordinates, requires courage and loyalty. A loyal intermediate would try to explain the rationale behind the decision and support the decision maker. When we establish loyalty to our Soldiers, the AAC/ASC, our superiors, our family and the Army, we must

be sure the "correct ordering" of our obligations are being accomplished and not the easiest. There is no clear rule as to which comes first. Sometimes it will be the service, sometimes the family and sometimes the Soldier.

Open criticism and being disloyal to supervisors, leaders, the ASC and the Army destroys the very foundation of the organization and results in diminished mission accomplishment. However, loyalty should not be confused with blind obedience to illegal orders. Officers and Army civilians alike take the following Oath of Office:

*"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 upon which I am about to enter."*

Duty: Fulfill your moral obligations to the best of your ability each and every day.

Duty is the legal or moral obligation to accomplish all assigned or implied tasks to the fullest of your ability. Every Soldier and Army civilian must do what needs to be done without having to be told to do it.



Duty requires a willingness to accept full responsibility for your actions and for your performance. It also requires supervisors and leaders to take the initiative and anticipate requirements based on the situation. Duty means accomplishing all assigned tasks to the best of one's ability. The quote "I regret that I have but one life to give to my country" is an example of an unquestionable commitment to duty.

You may be asked to put the Nation's welfare and mission accomplishment ahead of yourself. Soldiers, civilians and leaders must have a deep commitment to duty and what is best for the organization and the Army. This will ensure that we all make the right decisions when it really counts.

Respect: Treat other people as you yourself want to be treated — with dignity and respect.

Respect is more than treating others with courtesy, consideration and honor. It is also accepting and valuing other individuals and differing points of view. Respect begins with a fundamental understanding that all people possess worth as human beings. Respect is accepting others and acknowledging their worth without feeling obligated to embrace all of their ideas. When considering others, you listen to their ideas, solicit their unique points of view and use their information and perspective to make more informed decisions.

All of us possess special skills and adhere to certain values. Without respect for all other individuals there would not be a cohesive and team-oriented Army.

Selfless-Service: Put the welfare of the Nation, the Army and the Soldiers you support before your own.



Selfless service is placing your duty, obligations and responsibilities before your personal desires. Selfless service is the ability to endure hardships and insurmountable odds because of love of fellow Soldiers, co-workers, your community and our Nation. It is the motivation and ability of an individual to reach beyond

one's self.

Placing duty before personal desires has always been key to the uniqueness of American Soldiers and their civilian counterparts. As citizens and Soldiers, we claim our service to the Nation, the Army Family, state and community to be an especially valuable contribution. Remember, selfless professionals do not make decisions and take actions designed to promote themselves, further their careers or enhance personal comforts.

For leaders and supervisors, the age-old phrase of "Mission, Men and Me" still rings true today. Selfless service is the force that encourages every ASC member to do the best job he or she can do each and every day. It is critical to the esprit and well being of the AAC and ASC. By serving selflessly, we greatly enhance our value to the combatant commanders and warfighters we serve.

Honor: Live up to all the Army Values. Be honest, truthful and sincere in all of your actions.

Honor is living up to the Army Values. It starts with being honest with one's self and being truthful and sincere in all of our actions. As GEN Douglas MacArthur once said "the untruthful soldier trifles with the lives of his countrymen and the honor and safety of his country."

Being honest with one's self is perhaps the best way to live the Army Values. If something does not feel right to you or you feel that you are compromising your values, then you need to seriously assess the situation and take steps to correct or report the issue. Pressures that can challenge our ethical reasoning include self-interest, peer pressure, pressure from subordinates or pressure from superiors.

Honor is defined as living up to the Army Values. Maintaining respect, consideration, integrity, honesty and nobleness will ensure that you and the AAC/ASC will reflect great honor for Soldiers, the Army and our great Nation.

Integrity: Do what's right, legally and morally, in both word and deed.

Integrity means to firmly adhere to a code of moral and ethical principles. Every Soldier and Army civilian must possess high personal moral standards and be honest in word and deed.



Living and speaking with integrity is very hard. You must live by your word for everything — no buts, no excuses. Having integrity and being honest in everything you say and do builds trust.

Integrity is the basis for trust and confidence that must exist among all AAC/ASC members. It is the source for great personal strength and is the foundation for organizational effectiveness and a healthy command climate. As leaders and supervisors, all Soldiers and civilians are watching and looking to see that we are honest and living by our words. If you make a mistake, you should openly acknowledge it, learn from it and move forward. We must all “walk the talk.”

Personal Courage: Face fear, danger or adversity (physical or moral). Do what you know is right.

Physical courage is overcoming fears of bodily harm while performing your duty. Moral courage is overcoming fears of other than bodily harm while doing what is right, even if doing what is right is unpopular.

It takes special courage to make and support unpopular decisions. Others may encourage you to support slightly unethical or convenient solutions. Do not compromise your professional ethics or your individual values and moral principles. If you believe you are right after careful consideration, hold to your position.

Practicing physical and moral courage in our daily lives builds a strong and honorable character. We expect and encourage candor and integrity from all of our co-workers. Taking the immediate and "right" actions in a time of conflict or challenge will save lives.

Conclusion

As former Army Chief of Staff General Dennis J. Reimer stated, “The Army is, at heart, a community of Active and Reserve Soldiers, civilian employees and their families. Communities thrive when people care about one another, work with one another and trust one another. I believe today’s Army carries within it this spirit and sense of community. . . . I am optimistic about the future and convinced that because we hold tight to a strong tradition of commitment to one another, we are and will remain the best Army on Earth.”

I strongly believe that the constants that make our Army “the best Army on Earth” are Army Values. The Army is a values-based organization that stresses the importance of the team over the individual. The Acquisition Support Center is no different! This organization will continue to emphasize, implement and actively practice "shared" values. Army Values will help us continue to build a strong, cohesive organization that, in turn, will become a source of strength and institutional knowledge for the PEOs, PMs and Acquisition Commanders we support.

Our Soldiers, Army and Nation are counting on each of you. This is something we have to get right, right now! Thank you for reviewing the seven Army Values. More importantly, thank you for making the commitment to embody these values each and

every day in everything you do. We are *“Preparing For the Future”*— people, teamwork, partnership and leadership will help get us there. Army Values will guide our way.



Craig A. Spisak
Director