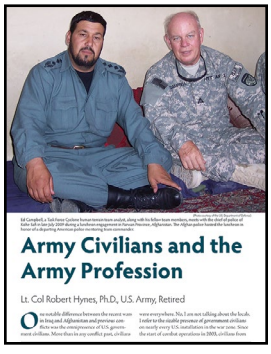
Two Responses to Robert Hynes' "Army Civilians and the Army Profession"

(*Military Review*, May-June 2015)

I appreciate Lt. Col. Robert Hynes, retired, providing his recent article, "Army Civilians and the Army Profession," in the May/June issue of *Military Review*, creating the opportunity to engage in a professional dialogue on the membership of the Army civilian within the Army profession. As a discussion focused on the validity of the academic research underpinning the inclusion of Department of the Army civilians in our doctrinal discussions on the profession, I am sure he will find a small minority of supporters. My personal experience—after many years as an Army professional and from exposure to a majority of the Army's uniformed and executive senior leaders—is that most Army soldiers and civilians would find the academic discussion mildly interesting yet reject the article's conclusion within their normal framework of never wasting talent, soldier or civilian, and fully accept the definitions in our Army doctrine.



Army Civilians and the Army Profession

Lt. Col Robert Hynes, Ph.D., U.S. Army, Retired

ADRP 1, *The Army Profession*, defines the Army profession as "a unique vocation of experts certified in 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;" whose members, (1) provide a unique and vital service to society, without which it could not flourish, (2) provide this service by developing and applying expert knowledge, (3) earn the trust of society through ethical, effective, and efficient practice, (4) establish and uphold the discipline and standards of their art and science, including the responsibility for professional development and certification, and (5) are granted significant autonomy and discretion in the practice of their profession on behalf of society. Two of Hynes' arguments focus on a professional ethic and certification. The Army Civilian Corps easily meets his objections. First, the code of ethics can be found in the Civilian Oath of Office, a legally binding (i.e., can serve as a basis for criminal prosecution) affirmation that significantly mirrors their soldier counterparts as set out by the United States Code (U.S.C.), in their annual evaluation, and in the Civilian Corps Creed. Second, concerning certification, every civilian is hired under the merit system principals defined in Sections 2301 and 2302 of Title 5 U.S.C. In contrast to their soldier counterparts, civilians meet their very first certification by proving the commensurate level of education, experience and competency defined in the documented position description.

Thank you for the opportunity to respond. I would close with saying that the thousands of Army civilians I work with think of themselves as professionals, a part of the Army profession, trying our best every single day to conduct business as experts in our fields, practice our craft ethically, portray the Army Values and ensure the Army remains preeminent in land power application for our Nation.

-Kirby R. Brown, Army Professional

"Army Civilians and the Army Profession"

Lt. Col. Robert Hynes, Ph.D., U.S. Army, Retired

The author holds that while they fill an important role, Department of the Army civilians do not, by definition, meet the requirements to be considered members of the Army Profession.

The original article can be found in our May-June 2015 issue on page 71 by clicking on the link for the electronic version or by clicking on the article cover for the Joomag version.
http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20150630_art015.pdf

What is a profession, and what is a professional? These questions occurred to me as I read the article "Army Civilians and the Army Profession" by Lt. Col. Robert Hynes, retired. The terms *professional* and *profession* have many definitions. One definition comes from the Society of Human Management, which defines a profession as "an occupation or practice that requires expertise, complicated knowledge and skills—acquired through formal education and follow-on practical experience." Organized professions are also governed and policed by a recognized and associated body. An additional attribute has been assigned to the professions—the capacity to self-practice. If we look at aviation, music, law enforcement, and many other fields, they would meet some but not all of these criteria. Lawyers, physicians, attorneys, engineers, and architects have long been considered as professionals using these very strict criteria. For about the last twenty years, the term professional has been used to describe people from many occupations in order to underscore the quality of work performed by its members. The terms *profession* and *professionals* have, to some extent, become ill-defined labels.

As a matter of practicality, soldiers do not practice their profession alone. On the contrary, there is almost no other field that requires more support to perform its mission. If it is the writer's intention to apply the strictest interpretation of professional and profession to Department of the Army civilians to determine if they are professionals or members of a profession, we should measure our Army in the same way. We either apply all the criteria or none to determine whether uniformed personnel are part of a profession in the traditional terms. If we alter our frame of evaluation to view chains of command as external bodies of certification, then the argument can be made that Department of the Army employees meet some of these criteria but not all, just like uniformed military personnel. Governing bodies like the American Bar Association, the American Medical Association, and the American Osteopathic Association are not part of a medical professional's work reporting chain; they are separate bodies. There is no separate body that can attest to the level of competence that a soldier has. This is the responsibility of their chain of command.

The leadership of our Army has worked hard over the years to support the technical and leadership development of department of the Army civilians. Civilians and soldiers have different roles, so comparing the types of background and training would not be useful. They do not practice alone but vary by field of expertise and technical focus. This letter does not attempt to make a case that the type and amount of training civilian employees receive is the same as that experienced by soldiers; however each makes critical contributions to the Army mission and our national defense. Just as our military force comes from different walks of life, so do our civilians. During overseas contingency operations, over eleven thousand Army Corps of Engineers civilians deployed to dangerous areas of operation. In all cases they were volunteers, just as every soldier in our Army is a volunteer. There are no easy criteria to compare these two groups of men and women. Each is committed to the welfare of the nation, and each role is important. Our focus must be on what we can accom plish together.

Sue Englehardt, Director of Human Resources
Headquarters, U.S. Army Corps of Engineers

Response to Capt. Sharbo,"The First Regionally Aligned Force: Lessons Learned and the Way Ahead"
(*Military Review*, July-August 2015)

Captain Scharbo's article, "The First Regionally Aligned Force: Lessons Learned and the Way Ahead," in the July-August issue of *Military Review* provides a number of recommendations for improving the RAF, including changes to personnel management procedures.

Perhaps the Army's conventional forces (CF) should look to Army Special Operations Forces (ARSOF) as a successful model. The reason ARSOF has been successful in developing regional expertise is that, for the most part, each unit has maintained its area of responsibility (AOR). Furthermore,

ARSOF soldiers traditionally spend the vast majority of their careers in the same unit, focused on the same AOR, and are therefore truly able to become regional experts.

The Army's current model for developing regional expertise within CF is flawed. For CF to truly succeed in the RAF mission, they need to generate units and individual soldiers with foreign language skills, cultural awareness, and regional expertise. However, the fact that CF brigades rotate RAF responsibilities after each Army force generation cycle will make it difficult to develop regional expertise. The high turnover of personnel as soldiers routinely PCS in and out of CF formations will further hinder CF's ability to generate regional expertise.

Ghanaian troops practice individual squad movements 17 June 2014 with soldiers from Company A, 1st Battalion, 28th Infantry Regiment, 4th Infantry Brigade Combat Team, 1st Infantry Division, during Exercise Western Accord 14. The exercise, a partnership between the United States and the Economic Community of West African States, is sponsored by U.S. Africa Command and hosted by U.S. Army Africa. The purpose is to increase interoperability of military forces and ensure the common ability to conduct peace operations throughout West Africa.

The First Regionally Aligned Force

Lessons Learned and the Way Ahead

Capt. Cory R. Scharbo, U.S. Army

84 July-August 2015 MILITARY REVIEW

To enable the Army's shift to the RAF concept, brigades need to maintain their regional orientations like ARSOF units do. To manage personnel, Human Resource Command (HRC) should develop a means of identifying and tracking soldiers with regional expertise, similar to how it identifies foreign area officers by geographical orientation. HRC should also develop a series of CF career tracks based on regional orientation to develop and manage regional experts within the Army's basic branches. Soldiers within these career tracks could attend language training and civilian education programs based on their regional orientation. These soldiers would then spend their careers in organizations aligned or committed to the appropriate geographic combatant command (GCC).

While the Army's RAF concept may brief well, it will not achieve its full potential without taking appropriate action to develop soldiers and units with true regional expertise. By maintaining units' regional alignment and developing means of identifying and managing regional experts, the Army will be better prepared to execute its RAF commitments and support the GCCs.

Maj. Kenneth A. Segelhorst, SF

"The First Regionally Aligned Force: Lessons Learned and the Way Ahead,"
Capt. Cory R. Scharbo, U.S. Army

The author presents lessons learned from the first regionally aligned force to support U.S. Africa Command. His intent is to provide a base of knowledge to assist other units preparing for similar missions and to recommend changes to the process for supporting future regionally aligned force deployments to Africa.

The original article can be found in our July-August 2015 issue on page 84 by clicking on the link for the electronic version or by clicking on the article cover for the Joomag version.
http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20150831_art016.pdf

Editor's Note: *Military Review* has a long history of publishing articles that provide an alternative view of military-related issues with which many may disagree. Articles published go through a peer-review process that emphasizes giving voice to differing perspectives on matters of vital interest to our military readership to stimulate further research and debate. Submissions are evaluated based on depth of research and coherence in logical development of arguments to support assertions rather than whether board members agree with the conclusions reached.