ABSTRACT:

In an environment marked by budgetary constraints, a civilian population that consists of fewer veterans, a military population that has less interaction with the general population, and senior military leaders gaining national scrutiny for their acts of misconduct the relationship of trust between the military and civilian population is at risk of deteriorating. To address this issue the military, specifically the Army, should employ a program of mentorship, interaction, and accountability.

The Army should employ mentorship at various levels beginning at the JROTC level through the active force. Organizations should mentor one level down with active duty, National Guard, and reserve forces taking an active role in the mentorship of ROTC Cadets located within their immediate area. Similarly ROTC units and personnel, cadre and cadets, should take an active role in mentoring JROTC units in their respective areas. Through programs like this the Army as a whole maintains a greater level of interaction and presence in local communities across the country so that we as an Army can tell our story through our actions as a group rather than allowing what makes the national news cycle to define us. Communities that do not have Active forces stationed in them on a large scale are serviced by local Reserve and National Guard units to maintain interaction while minimizing incurred cost of transporting active duty service members across the nation. Furthermore, local members of the community that are also members of the National Guard or Reserves are more likely to be trusted by their communities during these interactions.

Army leaders from the Reserves, National Guard, and Active forces need to take a more active role in their local communities. Again the Reserve, National Guard, and
ROTC units and personnel are better positioned to undertake this task as they are currently out amongst the local population. To this end leaders should take the time to talk with local leadership organizations like the Lion’s Club, Military Officer’s Association of America Chapters, Rotary Clubs, Boy Scout Troops, Fire/ Police Departments, and Chambers of Commerce on the subjects of leadership and teamwork. Again this provides the Army greater access to local communities shaping the narrative for the Army amongst the civilian population.

Finally senior members of the Army when found to have broken the law should be dealt with in a manner that is transparent, public, and in accordance with the level of crime committed, the punishment should fit the crime. When leaders are prosecuted for a crime and allowed to retire with what appears to be a lenient sentence it sends the wrong message to the military and public at large. Addressing situations like these properly illustrates that the Army does not tolerate members that commit such infractions and deals with them swiftly.

The Army must strive to interact with the local populations as much as possible in the future to include mentorship of the next generation of leaders. Doing so allows the Army to shape the discussion and perception of the Army at the local level. This in conjunction with publically holding deficient leaders accountable in a swift manner commensurate with the crime committed should maintain the relationship of trust that currently exists between the Army and civilian population.
In an environment marked by budgetary constraints, a population consisting of fewer veterans, a military that interacts less with the civil population, and senior military leaders gaining national scrutiny for their actions of misconduct in the constant and near instantaneous news cycle, the relationship of trust between the military and the civilian population they serve is at risk of deteriorating. To address this situation the military, specifically the Army, should employ a program of local interaction through good citizenship, coaching, and mentorship of future Army leaders at the earliest opportunity. The Army must also hold leaders who fail to meet our ethical standards fully accountable for their actions regardless of rank or position. Implementing such a program fosters a sense of mutual understanding and trust between the Army and the American public they serve.

Fewer American citizens have personally served, had family members, or close acquaintances that served in the military than in previous periods following prolonged warfare.¹ This is the byproduct of a smaller all volunteer force that he Army maintains. The dwindling number of veterans in American society provides less interaction between the Army and public. This has a detrimental effect on the relationship of trust between the Army and American public, as society understands the Army less, relying on hearsay or reporting to inform their opinion. The Army is also at risk of losing touch with and representing less the society that forms the basis for everything it does.² Admiral Michael Mullen outlines this concern in his address to the National Defense University in January 2011 where he asserts, “Our audience, our underpinning, our authorities – everything we
are, everything we do, comes from the American people and we cannot afford to be out of touch with them.”

The continued decline of veteran representation in society and associated loss of interaction as outlined is exacerbated by the operational requirements placed on the Army providing fewer opportunities to interact with the American public. This interaction is essential in forming the connections necessary to provide a personal understanding between the Army and society we support. The Honorable Mr. Skelton argued that the way ahead in interaction is relying on senior leaders to provide public addresses and personal interaction with community leaders regularly while employing the Active Component in their local communities surrounding their installations. While public addresses and interactions with senior leaders provides an opportunity to message a wider population through media coverage, it does not facilitate the personal daily interaction required to form long lasting personal relationships that foster mutual trust between the Army and American public. Active component forces should continue to cultivate a positive relationship with the communities they live in. This should include already established relationships with the local populace while encouraging Soldiers and their families to be active participants in their communities, not retreating into the confines of their post and its military family. However, these communities are already comprised of veterans and families sympathetic to the Army, sharing similar values and beliefs. Focusing primarily on these communities won’t provide the inroads necessary to reach the greater American public. This limits the ability to build a shared understanding and mutual trust between the Army and American public.
This interaction is codified in the Secretary of the Army’s, the Honorable John M. McHugh, priorities for fiscal year 2015 in three separate points: champion Soldiers, civilians, and families; tell the army story; and implement the Army Total Force Concept (Army Directive 2012 – 08 dated September 4th 2012). When implemented these priorities provide the framework through which the Army can better interact with a greater portion of American society. This thought process rests upon utilizing the Reserve Component and National Guard in concert with recruiting command to access communities that do not reside immediately adjacent to permanent Active Component posts. Employing the Reserve Component and National Guard to interact with their local communities enables personal involvement with a great portion of the American public in this endeavor.

The Army Total Force Concept outlines the process of utilizing the Reserve Component and National Guard to meet Active Component objectives. If taken past training for Direct Action and contingency missions to charging the Reserve Component and National Guard with the responsibility of telling the Army story and championing Soldiers, civilians, and families in their local communities the Army can directly reach communities that are not readily accessible by Active Component representatives. These areas of focus for the Reserve Component and National Guard should include schools as a whole, JROTC programs, ROTC programs, and centers of leadership in the community like the Lions Club, local Military Officers Association of America (MOAA) chapters, or public safety forces like the fire and police departments. Focusing on these groups and organizations provides the Army initial inroads into communities with citizens that share
similar values of public service and leadership with the Army. This facilitates sharing the Army story and providing a shared understanding.

General Dempsey asserts the trust from the people we serve, external trust, is continuously earned through the manner in which we conduct ourselves while working amongst the population. This personal interaction is one of the quickest and most effective ways to exhibit our beliefs through our actions while strengthening the support of the American people. The Army ROTC battalion at Embry Riddle Aeronautical University located at Daytona Beach illustrated this through their interactions with the local community in Volusia County and the Universities that make up the battalion. This included discussions about leadership and what it means to serve with local leadership centers like the Lions Club and MOAA chapter. The battalion worked closely with the Volusia County Fire Department beginning a program where the cadre provided leadership classes to local departmental leadership. This fulfilled departmental requirements, enabled a mutual understanding, and provided training opportunities and resources to the Cadets. Battalion leadership was also animate about reaching local JROTC programs, in accordance with Cadet Command policy, providing regular interaction with students. The result was a strong relationship between members of the ROTC battalion, the Universities that comprised the battalion, and the Daytona Beach and greater Volusia County communities. This created an environment where the Army was looked to as leaders within the community and considered valuable active participants. This facilitated the mutual understanding and environment of trust that both the Congressmen Skelton and General Dempsey mention while telling the Army story.
This level of interaction is the responsibility of individual leaders and commanders. As an Army we cannot rely on anyone else to tell our story and shape our relationship with the American public. Currently these relationships and programs rely heavily on the initiative of individual leaders. While mandating personal interaction is not necessarily the correct answer as such interactions could prove to be disingenuous there needs to be an open and frank dialogue where Soldiers and leaders are asked what they did to reach out into the community and make it better. If we don’t instill this thought process as second nature the prospect of engaging in the genuine interactions with the American public necessary to build and strengthen trust in the Army deteriorates. This interaction with the public also provides the Army a fresh outside look into our own organization provided by the population we serve. Our Soldiers are capable of telling the Army story and casting our institution in an extremely positive light through their actions if we encourage and empower them to actively interact with the community. Through their interactions and professionalism Embry Riddle Cadets provided the impetus for the National Association for Stock Car Auto Racing (NASCAR) to export the safety and security plan that employed Cadets during the Daytona 500 to other race venues across the sport when possible. In the opinion of NASCAR representatives this was due to the exemplary service provided by the Cadets observed through their interactions with the general public.

While working with the local communities to build a shared understanding and foster a mutual trust, the Army must actively develop the next generation of leadership for our all-volunteer force. The all-volunteer force is now comprised of less than 1% of the population and is currently stationed in fewer locations across the nation. Other
organizations and groups clamor for the attention and loyalty of the American people.\textsuperscript{11} Fewer members of the military are willing to do the required reading and work necessary to cultivate the intellectual qualities necessary to be considered a professional.\textsuperscript{12} Finally the Army has a tendency to address issues once they have already become major issues rather than taking a proactive approach to stem potential problems before they occur.\textsuperscript{13} By proactively coaching, counseling, and mentoring future leaders at the earliest opportunity we can address these issues before they are engraigned in Army leaders.

The need to engage with and guide future leaders is articulated by multiple senior leaders within the Army. General Dempsey calls for investing in our leaders through coaching, teaching and mentoring in order to maintain the finest officers and non–commissioned officers in the world.\textsuperscript{14} General Odierno, Chief of Staff of the Army, outlines two Army Strategic Priorities; 1. Soldiers committed to our Army profession and 2. The premier all–volunteer Army and General Milley, the Forces Command Commanding General, outlines his priority of developing leaders.\textsuperscript{15} General Milley outlines the importance for talent management and developing leaders of character.\textsuperscript{16} These priorities and objectives require a great level of sunk cost and the ability to acknowledge that the benefits may require years to realize. This development should begin at the earliest possible opportunity when possible rather than waiting until leaders join the Army. If we do not take the opportunity to begin this dialogue at the earliest possible opportunity we waste the opportunity to shape and mold leaders during their formative years.

Employing the Reserve Component, National Guard, Recruiting Command, and Cadet Command in concert the Army can interact with future leaders at the earliest
possible opportunity beginning when they enroll with JROTC at the high school level. This enables the Army to interact with future leaders across the widest possible cross section of society, providing leaders that better reflect the nation as a whole. This early interaction can also counter organizations competing for the loyalty and attention of the American people while instilling a genuine desire from an early age to do the work required of a professional later on. The final product of this process is identifying those individuals as early as possible who demonstrate the traits associated with leaders of character committed to service within Army.

Given the current reality of our operational environment a strong ethical foundation is paramount. This requires continuous growth and education throughout an Army officer’s career. This education is necessary so that leaders are better equipped to make sound ethical decisions. The Army requires a solid bench of leaders to serve our nation; this is achieved through a education program rooted in ethics. However, to build a sound foundation for future leaders this education should begin prior to officially joining the Army.

This engagement with JROTC and ROTC organizations would encompass coaching, and in the case of ROTC counseling, as defined by ADRP 6 – 22 dated August 1st 2012. Through time and engagement these relationships could transition to ones of mentorship once the students join the Army whether it is as a commissioned officer, noncommissioned officer, or enlisted Soldier. These relationships serve to strengthen the overall population of leaders within the Army from an early age while providing a positive impression of the Army for students that do not ultimately enter military service. Every interaction with students in this manner should be treated as if it were the only
personal interaction the student might have with the Army. Regardless of the outcome, whether the individual joins the military or not, every measure should be taken to ensure the individuals interaction with the Army is a positive one.

As outlined earlier with Embry Riddle Army ROTC the battalion actively sought to interact with not only our own Cadets but those of other JROTC and ROTC programs within Volusia County. This interaction began initially as coaching and counseling within the official duties of the battalion and its leadership. Over time these relationships transitioned to mentorship as students graduated and entered the National Guard, Active, or Reserve Components. This level of interaction also generated a greater number of local Volusia County high school students seeking scholarships and furthering their education with the Embry Riddle Army ROTC battalion. This provided an opportunity to share the Army story and our values with future leaders at the earliest opportunity regardless of whether or not they determined to continue with the Army following their initial interaction in either JROTC or ROTC. Every interaction was treated as though it may be the only one an individual directly has with the Army and its ambassadors in the battalion Cadre.

Through early interaction and sustained effort it is possible to guide future leaders to be ethically sound capable of making ethical decisions. By interacting early on through coaching and counseling it is possible to foster mentorship relationships later on which can provide the support necessary to continue to guide and shape leaders as they progress through their careers. Employing the Reserve Component and National Guard in their local communities provides a larger and more diversified population of possible mentors for mentees to select from as they develop. Through this interaction the Army can also
being to address potential problems of unethical leadership or leaders unwilling to employ the effort necessary of a professional. This program of early interaction in local communities also allows the Army to draw leaders from a greater cross section of society. However, when a leader falls short and displays behavior that is unethical they should be disciplined in a manner commensurate with their actions otherwise the perceived acceptance of this behavior could undermine the efforts to gain a mutual understanding and strengthen trust in local communities.

The civil population expects the military, especially its senior leadership, to exhibit the highest ethical standards possible.\textsuperscript{21} The members of our Army are not judged against societal norms but rather against the special trust and confidence placed in us as leaders, thus our actions reflect the Army and our profession as a whole.\textsuperscript{22} In today’s information environment the ethical failures of our leaders are thrust into the national spotlight through the twenty-four hour news cycle. This news coverage has the potential of defining the American public’s understanding of the Army. This is further enabled by the lack of personal interaction outlined earlier. How the Army deals with leaders that fail to meet our ethical standards is a powerful message that shapes the national narrative as it relates to the ethical state of the Army. Failing to address these situations appropriately can erode trust in the Army and its leadership.

Given the essential need for ethical leaders within the Army, every effort should be made to develop a leaders ethical foundation early in their development. This can begin as early as when students join a JROTC program in high school and carried through their commissioning program whether it is ROTC, OCS, or USMA. Through early and regular education in ethics we can instill the professional introspection where
leaders constantly ask whether they are holding their subordinates, peers, and themselves to the highest ethical standards. Ensuring that our leaders have a strong ethical foundation sets the conditions required to inculcate ethical behavior in our formations through morally sound leaders.

As an Army we cannot merely teach ethics and hope that the lessons take hold amongst our leaders. The Secretary of the Army specifically addresses the necessity of holding leaders accountable for their actions both on and off the battlefield. We must hold our leaders responsible and discipline them accordingly when they violate our professional ethics. Military leaders by their nature exert a tremendous level of influence over the ethical climate of their organizations. This is especially true of junior leaders whom are extremely impressionable and at risk of emulating the unethical actions of senior leaders, especially if said actions are perceived to lead to professional advancement or are tacitly condoned by the Army as an institution through a lack of appropriate disciplinary action.

In “The Bathsheba Syndrome: The Ethical Failure of Successful Leaders” the authors argue that the ethical failures of our senior leaders result from their privileged access to resources and their belief in their own ability to manipulate the outcome of their actions. The authors assert that unethical decisions by leaders are a result of personal conscious decisions to act in such a manner, the involvement of others within the organization, and not getting caught emboldens individuals to engage in further unethical behavior. As an Army we must broach the subject that such unethical actions taken by our senior leaders may not be isolated incidents, but rather symptoms of a far reaching situation where the process through which we identify and groom future senior leaders
may perpetuate situations of privileged access that foster a belief that they can control the outcomes of their actions as outlined. In the current system leaders with high potential are identified early and set on a track that is meant to prepare them for senior leadership eventually. However, this can serve to create an environment of self importance and inevitability among leaders at an early age where possible ethical transgressions are overlooked because the officer in question gets results or is a member of the inner circle of individuals tapped to serve as future senior leaders within the Army.

To rectify this, the Army can address the manner in which leaders that show promise are handled throughout their career, as to not create an air of inevitability and self-importance. Leaders found to be lacking ethically should be identified and removed from service before they can influence others within the Army. The Army also needs to ensure that unethical acts are disciplined appropriately regardless of the offender’s rank or position. As General Dempsey argued “Trust is earned not given through deeds not words”. This encompasses not only the actions of individual leaders but also the manner in which we address those who violate our professional ethics. The Army can put policies and programs in place stating that we do not condone unethical behavior, however, little progress is possible until we actively set out to eradicate such behavior. By making a concerted effort to engage future leaders as early as possible, beginning a dialogue about ethical behavior, and holding our leaders accountable for their actions regardless of rank ensuring that senior leaders do not merely receive fines and early retirement for their criminal actions and unethical behavior we can illustrate our ethical beliefs to the American people through our actions and deeds as outlined by General Dempsey in how we address these situations when they arise. This also provides the added benefit of
illustrating in high visibility cases that make the national news cycle that we as an Army and profession do not condone the behavior of individuals who made the conscious decision to violate our professional ethics.

In the current environment the Army is at risk of losing the support, understanding, and trust of the American people. This is the result of fewer veterans comprising the American population, a lack of personal interaction that prevents mutual understanding, and a scenario where the average American forms their opinion of the Army based on information from national news outlets. To address this situation the military, specifically the Army, should employ a program of local interaction through good citizenship, coaching and mentorship of future leaders at the earliest opportunity, and accountability of leaders that fail to meet our ethical standards as an Army regardless of rank or position. If we employ the Reserve Component, National Guard, and empower our leaders and Soldiers to proactively engage their local communities we can share our Army story through our actions fostering a mutual understanding and bolstering our relationship of trust with the American people. When leaders fail ethically the Army must take swit and appropriate disciplinary action when necessary to illustrate both to the public and members of the Army that such actions are unacceptable regardless of the individuals rank or position. The Army cannot rely on any other organization or individual to take action in this manner as we strive to reaffirm with the American public that we are worthy of their trust and the honor of leading their sons and daughters now and in the future.

Ibid.

Ibid.

Ibid., 62.

Ibid., 64.


Ibid., 15.


Thiele, *Professionalism*, 16.

Ibid., 15.

“Military Professionalism and Ethics.”


Ibid.


Ibid., 56.


“Illusory Professionalism and Ethics.”


Ibid., 59.


32 “Ethics Advisor Equates Professionalism with Leadership.”
Bibliography


MAJ Alexander Corby Biography

Major Alexander Corby is a native of Brooklyn New York City. He attended the United States Military Academy at West Point where he commissioned in 2004 branching Air Defense Artillery. Upon completion of ADA OBC his first assignment was with 1-7 ADA PATRIOT at Fort Bliss Texas where he served as a Platoon Leader and Assistant S3. Following ADA CCC Major Corby served as the AD plans officer with 1 HBCT, 2ID and as Battery Commander for Echo BTRY, 6-52 ADA (Avenger) Camp Casey Korea. Following Command Major Corby served as the BDE AD officer and Assistant Plans Officer with 1 BCT, 82D Airborne Division Fort Bragg NC. From Fort Bragg, NC Major Corby served as the BN Operations Officer and APMS for Embry Riddle Aeronautical University Daytona Beach, FL. Major Corby is currently a student with CGSC resident class 15-01. Following CGSC Major Corby will PCS to 2ID Camp Red Cloud Korea to serve as the Deputy Division AMD Chief. Major Corby was married to Katie Corby from Plant City, FL in 2008. They have one son, Brent, who is two years old.