

STANDARDS & DISCIPLINE HANDOUT
AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

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As **Army Professionals**, we must:

- a. Clearly communicate and meet standards that are describable, measurable, meaningful, and achievable.
- b. Uphold standards and develop discipline through face-to-face coaching, counseling, and mentoring.
- c. Demonstrate discipline in performing right actions, taking situational ownership and assuming accountability for results.
- d. Understand that discipline is the positive way the Army practices its Profession.
- e. Demonstrate personal excellence and pride through standards and discipline (e.g., Properly wearing the uniform in accordance with AR 670-1).

Standards are formal, detailed instructions – describable, measurable, and achievable.

- 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.

Discipline is fundamentally about how we practice our Profession – effectively, ethically, and with character.

- 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.

Standards and discipline, when properly established and practiced, are reflected in the decision to do what is right. This is especially so in the face of temptations, obstacles, adversity, frustrations, fatigue, and fear – where it matters most.

Discipline and adherence to standards are a hallmark of Army professionals. They set us apart and build the trust that is the bedrock of our Profession and an enabler for mission command. Army professionals must ensure standards are describable, measurable, and achievable.

“Focus groups report that combat deployments create situations where Soldiers perceive there may be different standards between home station and deployed environments. Soldiers indicated that leaders quickly adopt new practices and adjust standards to meet mission demands while deployed. Success while deployed also appears to cause Soldiers to place less value on standards that are not directly associated with winning on the battlefield. Moreover, there is growing evidence that Soldiers are also becoming confused as to what standards are crucial, as well as growing concerns that NCOs are uncertain which standards should be enforced in various environments.”
(Annual Report: Army Profession Campaign, 2 April 2012)