



Military integrity, professionalism and national security

DCAF

a centre for security,
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A tailored Building Integrity
Programme to support South
Eastern Europe through the
South Eastern Europe
Defence Ministerial (SEDM)
Process

NATO – DCAF project on
Professional Development
Workshops

Kyiv, 07-09 10 2014

Integrity.
*Integrity is a concept of consistency
of actions, values, methods,
measures, & principles,
expectations, & outcomes.
It can be regarded
as the opposite
of hypocrisy.*

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We got an important level of understanding of the struggle for integrity:

More laws and more organisations is not a solution – this is a *rule-centric* culture

The next step is

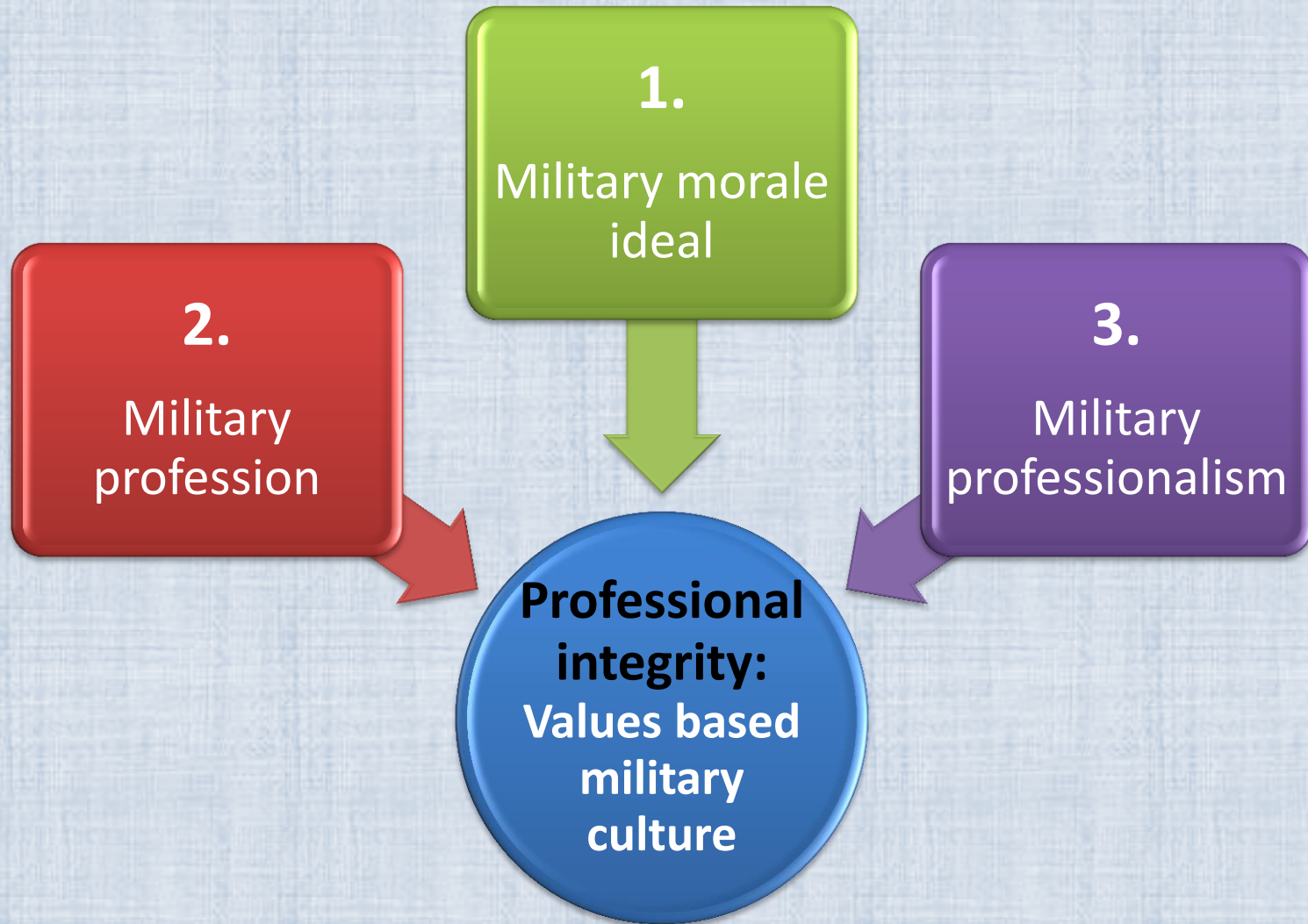
**To build a values-based culture
that says to the military in any
particular case:**

DO NOT DO THIS



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Military ideal morale

1.
Military morale
ideal

- Military code of conduct is **battlefield driven** – each country has something like the US Army's:

ARMY VALUES

- L** - Loyalty
- D** - Duty
- R** - Respect
- S** - Selfless-service
- H** - Honor
- I** - Integrity
- P** - Personal Courage



However ...

- The military exists to serve the will of the political leadership of a particular state.
- But only rarely do militaries fight in wars that genuinely defend national political sovereignty
- The military are employed for less-than-grand purposes in the service of the state every day...

... this means that:

- the end of the military profession is not national defence *per se*, but to serve the civilian government by carrying out its defence policy, regardless of their justness, even if those policies have little to do with national defence and even if those policies are so corrupted that endanger the nation.

Is there a room for the morale values here?

What exactly “integrity” means?

Is this professionalism *for good*?

The morale ideal...

... **transferred** from the battlefield to the daily life must permit and motivate the military to think and say

"I can't do that!"

(not: "I'm not able to do that")

Military as “profession”

2.
Military
profession

Model	Core value	Social aspect
A “calling”	Duty, honor, Fatherland, self-sacrifice	Big enthusiasm, low salary, social compensations
An “occupation”	Best results for the money: it doesn't matter who is the military if he/she is capable to fight	Variety of stimulus to attract more capable and skillful people in the army
A “profession”	Specialised education, training, experience, hierarchy or branches, status, and code of ethics; for a life	Is the military a business as usual? What makes the military different from an expert?

What follows from “profession & integrity”?



Disobedience that is justified by reference to the
military’s guiding ideals

Total Professionalism

3. Military professionalism

Military must exercise the **highest standards** of professionalism, as befits their rank and appointment, at all times to safeguard operational effectiveness, AF's reputation and profession's prestige:

1. **Standards as experts**
2. **Standards of behaviour**

An Army white Paper

THE PROFESSION OF ARMS



I AM AN EXPERT
AND I AM A PROFESSIONAL

9TH STANZA
SOLDIER'S CREED

CG TRADOC Approved

8 December 2010

Culture based integrity

- Integrity means complete honesty in any situation. The military must determine **what is really right and really wrong in any situation**
- The military must **oppose** what is wrong and support what is right **even** if that might cost their career
- Integrity **means** honesty, truthfulness, reliability, impartiality, sincerity, open-mindedness, trustworthiness, and courage
- **It cannot** be turned on and off, bought or sold
- It is the focus of the **professional's life.**

The message:

- If the “military” is a well defined and legally regulated “profession” ...
- If the military perform “professionalism” based on standards in skills and behaviour ...
- If the military’s morale is not abstract but relevant and concrete ...
- Then the military professionals don’t just have **moral *permission* to refuse** when asked to violate the guiding ideals of the profession; they have a **moral *duty* to refuse**