



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
950 JEFFERSON AVENUE  
FORT EUSTIS, VIRGINIA 23604-5700

REPLY TO  
ATTENTION OF

ATJA

21 APR 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 3, Ethics Program

1. References:

a. Title 5, Code of Federal Regulations, Part 2635, Standards of Ethical Conduct for Employees of the Executive Branch.

b. DoD 5500.07-R (Joint Ethics Regulation (JER)), 17 November 2011.

2. We operate in an environment where our work often requires adaptation to address new challenges. As we make these adjustments for the Army, what remains constant is the Army's commitment to the highest degree of integrity and ethical behavior. Public service is a public trust, and it is our duty to uphold that trust.

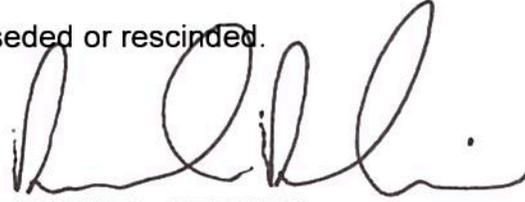
3. As members of an organization shaping the Army's future, we will set the standard as ethical role models. In this capacity, we are all familiar with the minimum requirement of this commitment: the obligation to comply with Federal conflicts of interest restrictions, post-Government employment statutes, and regulatory Standards of Ethical Conduct for Employees of the Executive Branch. These and other rules help to define what others expect of us. Yet, we expect far more from ourselves and the public shares this expectation. The minimum requirement is not enough when it comes to defining integrity in our public service.

4. Ethics rules are complex; common sense and good judgment alone will not necessarily ensure our compliance. Whenever there is doubt as to the ethical implications of an action, contact an ethics counselor in your servicing legal office for assistance.

5. Integrity and emphasizing an ethical culture must remain a priority in the days ahead, as it is essential to sustaining the trust America places in her Armed Forces. I expect all Army leaders to continue to keep this as their mindset, be a visible role model of ethical behavior, hold themselves and others accountable, and ensure an ethical culture is a hallmark of the organizations they lead.

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6. This policy letter is effective until superseded or rescinded.

A handwritten signature in black ink, appearing to read 'D. Perkins', with a period at the end.

DAVID G. PERKINS  
General, U.S. Army  
Commanding

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