

Running head: PROPER ETHICAL DECISIONS WITHIN THE UNITS

Proper Ethical Decisions Within the Units

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### Abstract

All professionals must have a code of ethics, for it is in observing such obligations that one becomes a member of the profession. There can be no military profession without a code of ethics. Ethical situations in units during preparation and conducting missions in peace or war are stressful. People with more experience can make a better ethical decision in any situation. This ethical paper includes personal experiences and my decisions which impacted the NCO Corps in the Army of The Republic of Macedonia.

### Proper Ethical Decisions Within the Units

What makes the military ethics different from ethics of the rest of the society is the requirement of service in the first place. As members of the Army we have to put the service of our country above self-interest. Leaders have to be ready to prove their dedications on the positions through the process of making decisions. We must create equal worth, equal dignity and equal rights within our units. To make ethical decisions are not easy in the peace missions. Preparing the people in the unit in peace will have a big impact in the war situations. Under pressure situations and different surroundings all of us must have a clear vision and dynamic for whole process and we can expect good results. Sometimes conditions causing stress situation on people when they have to make decisions. The Process of making decisions is critical in all phases and results are on the end. Inappropriate decision can give and produce negative impact in a whole organization. However the truth is completely different and it comes later within this analyses.

#### Assignment as a chief and advisor on the working group

In order for a leader to understand topic of Ethics I will give you an example of a situation which prepared me and my Army for a better future. The Chief of General Staff in September 2005 assigned me as chief and advisor on the working group for developing a new NCO Corps in the Army of The Republic Macedonia. As an NCO I was proud and concerned at the same time because I predicted a future with unknown situations and obstacles. In December 2006 I took the position as Sergeant Major of Armed Forces. My first mission was a to produce and create strategic documents for the new NCO generations. Preparing and conducting basic documents, structure, and new

missions within all army units were a big step not just for me but for all key personnel. My First step was to establish a working group on the highest level in the Army of The Republic of Macedonia. I estimated that 5 senior NCOs and 3 junior NCOs were enough to produce the final documents. I also included Booz Allen and Hamilton to support us to finish the basics documents. Everyone of us had a vision, energy, and enthusiasm to produce something new for our Army and country. My everyday communication with key personnel in the Army of The Republic of Macedonia resulted with successful products. My second mission as Sergeant Major of Armed Forces is more complicate because I am the first in this position in the history of my Army. As Sergeant Major of the Armed Forces I have to conduct all strategic documents and establish foundation for future generations of NCOs. We concluded that training and education in the Army is not at its appropriate level and it means we are not compatible with NATO standards.

#### Dilemma to establish English language or Computer training

The Chief of General Staff and I decided to change and reestablish basic courses in the Army. The Ministry of Defense approved certain amount of sources for that assignment and my ethical dilemma was between to established English language or Computer training for all educational levels. In the beginning I personally made a push for both new areas in the educational system but I saw that we did not have enough resources to complete the training. I did not have enough time to make a decision but I started the process of making decisions immediately. Even though I personally tried to implement both courses of action I had to choose just one of them. I knew the decision would have an impact in the entire NCO Corps. In the

beginning the process was hard and I took a quick survey within the NCO Corps in the Army and the result were almost tied. My first meeting with senior NCOs was really tough. We had a different opinion which was normal in this situation and we did not make a decision. Some of us defended that English language training was more important for all NCOs because of missions and NATO exercises. From the other side some senior NCOs defended that also and Computer training was more important in basic education for NCOs. I did not have a conclusion and I saw that decision would be typically accepted all over the Army. I was that person who had to prepare a decision briefing in front of Chief of General Staff and defend it. I started to prepare myself for the decision presentation and completed all thesis to present my final proposal. I went to Training Command once again to observe all capacity in that unit and to make the decision.

#### English language as a new subject in NCO educational system

When I past through all areas which covered that problem I decided that English language training is more important than Computer training at that certain time. Even though I think both of the trainings are important I made that determination. My main direction for that decision was that we have to completely prepare our soldiers for next missions and that language is basic for everyday communication in those circumstances. The Second thing was because as a NATO standard of evaluation English language has to be 2.2. As countries which wait NATO invitation I thought that Army of the Republic of Macedonia has to meet all standards of NATO. I supported my idea with how to operate computers they now have English language. I was aware that my decision will have a bad impact on some senior NCOs, but my plan was to educate them in the unit.

My decision was thoroughly approved by the Chief of General Staff and it took effect from February 2007 on all levels and units in my Army. That decision was not easy for me but looking in the future of the Army and all NCO Corps, I think that I was right. Many times some judgments need enough time to take action and to be accepted by all personnel. Our will in that process was to produce ideal documents for all of us. We now have a process of ethical dilemmas starting immediately after receiving a assignment and we have to be ready to approach and solve that particular problem.

#### Future consideration and benefits

As a professional and leader, I predicted that good and right background will come later. In the beginning, some units received bad signals because some of the Sergeants Majors did not fully explain all of the process in the Army. Misunderstanding and bad information took some time but in the future we resolved that kind of problem. After a few months all Army Soldiers and young NCOs completely understood the process and benefits. Because of that course of action we as a NCOs have recognition of our superiors and of future NCO generations. When the person is under different conditions, pressure and without enough time we have to react properly. I can say that stable persons in a unit can make right decisions in every surrounding. We have to find some way to train people to find ethics values in every situation. What decisions are right or wrong we can see in all communications of our life. With good decisions we can have good and right solutions in all levels within the Army. As a part of society some of our solutions have results on some areas of civilian live. The Army teaches us and we teach our subordinates with all techniques how to make the best solutions. All over the Army on every level proper ethical decisions have a real impact in any assignments.

### Conclusion

As Sergeant Majors, we will face tough decisions that will put Soldiers in harms way. We must never put ourselves in a situation where our decisions can have questions. We have to create a future of examples for our soldiers in order to follow the right directions.