

UNITED STATES MARINE CORPS
Marine Corps University
User's Guide to Marine Corps Values

ETHICAL LEADERSHIP

1. Introduction. Chester Barnard, in his classic work, The Functions of the Executive (1938), asserted that ethical behavior is a leadership responsibility. Barnard argued that organizations thrive in proportion to the quality of their leadership, and that the quality of leadership depends upon the quality of an organizational code of ethics.

2. Overview. The purpose of this period of instruction is to discuss the importance of ethics and their applicability to leaders and subordinates in today's Marine Corps. The leader's role in fostering an ethical climate is of the utmost importance.

3. References. The following provide additional information on ethical leadership within the Marine Corps:

FMFM 1-0, Leading Marines
The Function of the Executive; Chester Barnard

4. Discussion Leader Notes. N/A

5. Discussion

a. Definitions

(1) Ethics. A set of standards or a value system by which free, human actions are ultimately determined as right or wrong, good or evil. Annex A further explains ethics and provides some definitions that may be useful when preparing your outline.

(2) Code of Ethics. The rules of conduct generally recognized within a particular class of human actions e.g., medical ethics, legal ethics, military ethics. A code of ethics helps establish moral opinion and define expected/acceptable behavior in specialized fields.

(3) Professional Ethics. Refer to and deal with additional ideals and practices that grow out of one's professional privileges and responsibilities. Professional ethics apply to certain groups, e.g., the military, and are an attempt to define situations that otherwise would remain uncertain and to direct the moral consciousness of the members of the profession to its peculiar problems. For example, the

military defines situations and prescribes correct behavior for its members in documents such as the Code of Conduct (Appendix B) and the Law of Land Warfare.

b. Ethics have to do with right and proper conduct. (What is right and what is wrong?) Ethics are sometimes referred to as being tied to a set of rules. However, many rules are not concrete in the sense of laws, and may not be written down on paper for all to follow. The rules to which we are referring when we speak of ethics are similar to the basic rules of sportsmanship. For example, true sportsmanship expects that the players have a healthy attitude toward competition and a general belief that how one plays the game is important. It involves an internal sense of fair play and obligation to do things the right way, even though the right way may be a bit tougher.

c. Philosophy. Great sportsmanship requires a sense of integrity and a genuine concern for the example that is set in each and every part of the game. Sportsmanship is separate from the purely technical aspects of any sport, as well as the individual skills that are a part of being really good player in the sport. If we say that someone is a great sportsman, we are not referring to the individual skill and talent as a ballplayer or coach; rather we are talking about the integrity of the individual and how that individual represents the ideals of sportsmanship in its truest sense. (Do we win in sports at all costs? In combat?)

Ethics also involves a concern for standards of excellence. It should be no surprise to anyone that every Marine is expected to act in accordance with some very specific standards of right and responsible action. Every Marine is expected to do his or her job in a proper and correct manner, and to act in accordance with a sense of purpose and a regard for high personal standards.

d. What is the relationship between law and ethics? Laws are humanity's attempt to interpret the ethics of the society. Laws and regulations often define ethical behavior; what is good or bad, right or wrong. Unfortunately, no regulation can cover every human situation. Therefore, conflicts develop between law and ethical behavior, i.e., the law says it's wrong to speed. However, a man whose son has just been bitten by a copperhead feels that speeding to get his son to the hospital is the right behavior.

e. Discuss the significance of ethics in the military.

(1) Why must the Armed Forces concern themselves with ethical behavior?

(2) Society entrusts the Armed Forces with the means/capability of great destructive power and its use during war; society expects responsible utilization of that power. How would/could that power be misused or misperceived in both today's military and throughout history?

(3) Society grants the leaders of the Armed Forces comprehensive control over its members, even to the extent that the very freedom and guarantees which the Armed Forces exist to preserve are for the military members themselves substantially abridged. What might some examples of this be?

(4) The very nature of the purpose for which armies are established is to prepare for the country's defense against the uncertain, the unknown, the unpredictable, and the unpleasant. We put our brightest military minds to the task of wargaming and planning, but the best of these plans are only contingencies based on assumptions about events which have not yet occurred. Ours is a calling for which we cannot write all the rules in advance. Therefore, as in no other calling, we must establish another calling. We must have leaders who will do what is required and what is right when the striking hour comes when they must rely on themselves when the nation relies on them the most.

f. What is a Code of Ethics? The Code of Ethics for Marines can be summed up in three words: honor, courage, and commitment.

g. Marine Corps Policies: The Law of Land Warfare, Code of Conduct, UCMJ, promotion warrants, and the Oath of Office set some standards. (See Appendix B and Appendix C)

(1) Paragraph 1100 of the Marine Corps Manual addresses the moral responsibilities of leaders, such as special trust and confidence, integrity, good manners, sound judgment, discretion, duty relationships, social and business contacts, and qualities such as integrity, obedience, courage, zeal, sobriety, attention to duty, and personal relations.

(2) Customs, courtesies, and traditions play a significant role in the establishment of moral values in the Corps.

(3) Perhaps the most important way new Marines come to know standards of conduct is through the example set by their leaders on a day to day basis.

h. What kind of examples are set by leaders today? Some actions are traditionally considered right or wrong, good or bad by Marines. Keeping in mind the values and the standards which we have in the Marine Corps, we are able to come up with a list of "desirable and undesirable" actions which characterize Marines.

(1) A list of *desirable actions* includes:

(a) Doing one's job well without complaining.

(b) Setting a good example and displaying strong, virtuous qualities of leadership, such as honesty and integrity.

(c) Working together as a team to accomplish the mission.

(2) A list of *undesirable actions* includes:

(a) A negative attitude.

(b) Stealing from another Marine.

(c) Not caring that a peer looks shabby in uniform, or goes UA, or uses illegal drugs.

(d) Not carrying one's full and fair share of the workload.

(e) Breaking one's faith and trust with a fellow Marine.

(f) Cowardice or dishonor.

i. Unspoken ethics. Our Corps' standards run the spectrum of ideals, from not showing cowardice and dishonor by leaving our dead on the battlefield, to not holding hands with our sweethearts in public, or going without a hair cut even while on leave.

(1) Some ethically oriented standards based on tradition include:

(a) A Marine's word is his/her bond.

(b) A leader doesn't eat until his/her subordinates have.

(c) Marines take care of their own.

(2) Ways Marines uphold these values:

(a) First, we must inform all Marines of the standards required.

(b) Second, we must daily reinforce these values and standards expected of all Marines. This reinforcement must be found in unit policies, in local procedures (formal and informal), and in the daily example which is set by senior and junior leaders alike, as well as by peers.

(c) Finally, there must be an effective system of approval and disapproval for the actions of all Marines. In this case the idea of reward and punishment is not intended to provide an incentive for behavior, but rather to provide a determination of what behavior is considered acceptable and desirable, and what is considered unacceptable and undesirable, for all to see (senior and junior alike).

j. Ethics are important to the idea of Standards of Excellence. Our obligation as Marines serving "Corps and Country" is more than simply obeying orders. It requires a sense of commitment to both the mission and roles we serve in as Marines. Mere awareness of the responsibility involved is not enough. There must exist a tenacious sense of obligation, and a strong sense of duty and honor in all that we accomplish. At this level of commitment, we are dealing with ethics.

k. Relationship between ethics and day to day MOS proficiency. Ethics and standards in MOS proficiency mean that Marines should not be satisfied with themselves until they know everything about their own job, as well as the job of the next Marine senior and junior to them. This form of work ethic is what develops a personal sense of pride and personal accomplishment. It becomes a matter of integrity to strive to obtain all the knowledge and skill necessary to meet any challenge and responsibility successfully.

l. How can we relate the idea of ethics to our personal standard of discipline? The issue of discipline also carries ethical implications. Consider, for example, a Marine's concern about his/her personal standard of conduct. This sense of concern does not stem from fear of punishment, but because they

genuinely feel a sense of obligation to maintain a high standard of conduct because they are Marines. Often the wearing of the uniform becomes justification for excellence in conduct. Pride is the underlying motivation; anything less than excellence is a matter of dishonor and personal failure.

m. The leader's role in establishing an ethical climate. Leaders are expected by others to behave ethically and responsibly, both personally and professionally. A leader promotes ethical behavior in his or her subordinates through setting, enforcing, and publicizing high standards. Furthermore, leaders must project an example of tolerance in regard to honest mistakes in the training environment.

n. Problems that can surface within military ethics. Issuing unclear orders to a subordinate, who may not possess a sound personal code of ethics or who has a "can do anything" attitude, may cause him/her to compromise his/her ethics in the execution of the order. As a result, he/she may give an incorrect report to a superior, use undesirable methods in carrying out the order, or may even commit an illegal act out of fear of the consequences that will result if the mission is not accomplished. Some examples may be: "Gunny, I want the barracks painted. I don't care how you do it!" or, "I want 100% qualification on the rifle range." Obviously these orders are stated in questionable terms that could easily lead to unethical behavior by those executing the orders.

o. Effects that inconsistent rewards or punishment for unethical behavior have on a unit. Leaders must ensure they reward and punish based on the Corps' established standards and traditions. The individual conscience of a Marine can be paralyzed by frustration arising from situations where ethical actions are penalized or ignored, and where unethical actions are rewarded, either directly or indirectly, by not being punished. For example, the gunnery sergeant who gets the barracks painted as directed, gets a real pat on the back. However, everyone, including the CO, knows he stole the paint from another unit on the base. Furthermore, the squad leader who does not get 100% qualification, but gave his absolute best effort, gets chewed out, while another squad leader gets 100% qualification by "pencilizing" a score card, and receives a meritorious mast.

p. Communication problems can inhibit the ethical environment of the Marine Corps. The inability of information to flow freely through the chain of command, thereby isolating top leadership from organizational realities, may produce unrealistic

expectations from them. Also, there are few rewards for honesty in communication. This situation promotes tendencies to alter facts and to withhold information, i.e., if you tell the truth, you get "chewed out".

Additionally, the perception from subordinates that their superiors discourage negative feedback can result in communication blockades. This may find subordinates hesitant to ask their superiors for clarification or guidance on issued orders. This could mean the difference between a Marine making a bad judgment call and a failed mission. Leaders need to ensure open lines of communication exist throughout their chain of command.

q. Ethics in the way we perceive training Marines for combat. Combat training is designed to enable Marines to fight, survive and win. It is not to instill a mode of thinking that entails barbaric acts of killing or violence. Marines are to be disciplined and responsible enough to distinguish when they should employ their training, and when not to.

Good training and leadership will prevent irresponsible actions in peacetime or combat. Atrocities are committed by poorly trained and poorly disciplined personnel. Good leadership in the Corps means Marines must daily exercise their oaths to support and defend our Constitution and uphold the honor of their unit and Corps by words and actions. Each Marine must be physically, mentally, morally, spiritually, and emotionally trained to do so confidently and effectively at all times, ranging from personal peacetime behavior to all-out combat action.

r. Ethical dilemmas facing leaders. The following scenarios provide situations where leaders face ethical dilemmas.

(1) The reviewing officer for your fitness reports tells you he has added numbers in block 15 to increase your chances of promotion.

(2) Your platoon commander is very concerned about the submission of reports to the company commander. The company CO has indicated he will not forward reports showing negative information.

(3) Your boss has demonstrated in the past that he does not like subordinates to disagree with him. You are convinced a recently published order is unduly severe on your Marines.

(4) A crew chief, a personal friend, is a heavy drinker but has always performed well. During a preflight briefing, you smell alcohol on his breath.

(5) Re-enlistments are on the skyline. You have a Marine who is a marginal performer. However, he does not have any NJP's or courts-martial. If he is re-enlisted, he will be promoted to the next higher grade. He wants to stay in the Marine Corps. Your recommendation is all that he needs. Your CO has recently commented on how low re-enlistment rates are in your unit.

(6) In preparation for the IG, the training officer, your supervisor, requires you to document training that was never accomplished.

(7) The executive officer orders all sections to spend budget money at the end of a fiscal year whether they need to or not, to ensure reallocation of that money in the next fiscal year.

(8) The patrol leader who, instead of carrying out his mission and following the patrol route, goes out beyond the front lines about 200 meters and hides there in defilade for the night.

(9) Your unit has just assaulted a small enemy village located by a river. You were successful but took a few casualties. The unit is mopping up and searching for enemy believed to be hiding in the riverbank. The buddy of one of the company runners (a lance corporal) had his elbow shattered by a enemy round and is moaning on the ground being treated by a corpsman. A POW is captured and pulled out of the river. Two Marines are herding him to the CP. When they approach near the lance corporal, the lance corporal curses in rage, charges and strikes the POW a blow with his fist. Other Marines are watching, including leaders, but seem stunned and unmoving. You are close by and certain the lance corporal won't stop with one blow.

The Law of Land Warfare requires POW's to be treated humanely. POW's can provide intelligence that can save lives of many Marines. One such act can lead to other more violent acts. Quick, forceful action is required.

Historically, in the above situation, the company commander, seeing that no one else was taking action to stop the lance corporal, moved quickly, grabbed the lance corporal, pinned

his arms to his side, pulled him away forcefully, and in a voice loud enough for everyone nearby to hear, told him to knock it off, that he knew how he felt, but that POW's were not to be treated that way, and directed the POW be taken to the interpreter. The spell was broken and everyone went about their business.

s. Summary. The Marine Corps cannot function successfully as a group of individuals working independently, doing their own thing, and maintaining whatever set of individual standards they may have. It is necessary for all Marines to function together as a team and subscribe to Marine Corps standards. This requires Marines to perform their duties well, to have a common purpose, and display a common sense of obligation to the highest standards of personal conduct.

Everyone must know and fully understand what standards are required and actively seek to maintain those standards. Only then can the Marine Corps and any unit in the Marine Corps hope to achieve success.

The nature of the obligation which we have as Marines requires more than simple obedience of orders. It requires a sense of commitment to the purpose and the role which we perform as Marines. Simple awareness of the responsibility involved is not enough. There must exist a sense of obligation for whatever action is required to accomplish our responsibility thoroughly. At this level of commitment we are dealing with ethics.

6. Appendices

- Appendix A: Definitions
- Appendix B: Code of Conduct
- Appendix C: Oath of Office

APPENDIX A

DEFINITIONS

CODE OF ETHICS. The rules of conduct generally recognized in respect to a particular class of human actions; e.g., medical ethics, legal ethics. It serves to crystallize moral opinion and define behavior in specialized fields.

DUTY. The conduct or action required of a person on moral grounds.

ETHICS. A set of standards or value system by which free, human actions are ultimately determined as right or wrong, good or evil. While most persons use the terms morals and ethics synonymously, morals and morality usually refer to conduct or behavior patterns; whereas ethics and ethical refer to the study of these matters or to a system of ideas about them. For example, we usually speak of a moral man and of an ethical system or code.

FIDELITY. Faithfulness in the discharge of duty or of obligations; allegiance to those to whom one is bound in honor; loyalty.

HONEST. Fair and candid in dealing with others; true; just; upright; characterized by openness and sincerity.

HONOR. Credit or reputation for behavior that is becoming or worthy. A source of credit or distinction. A personal characteristic consciously maintained, such as might deserve or expect esteem.

INTEGRITY. Soundness of moral principle and character; uprightness; honesty.

MILITARY ETHICS. The statement of professional ethics applied to a specific group, i.e., the military.

MORALS. Pertaining to or concerned with right conduct or the distinction between right or wrong. Morality covers the extensive field of personal and social behavior.

PROFESSIONAL ETHICS. Refer to and deal with additional ideals and practices that grow out of one's professional privileges and responsibilities. Professional ethics apply to certain groups, e.g., the military, and are the expression of the attempt to define situations that otherwise would remain uncertain and to

direct the moral consciousness of the members of the profession to its peculiar problems.

RIGHT. Conforming to ethical or moral standards. The term is used when speaking of acts.

STANDARD. Anything taken by general consent as a basis of comparison; an approved model.

VALUE. That which has worth or is desirable.

WRONG. Deviating from moral rectitude as prescribed by law or by conscience; immoral, not just, proper, or equitable according to a standard or code; deviating from fact and truth.

LAWS AND ETHICS. Laws are said to be man's attempt to codify his ethics. Laws and regulations often define accepted ethical behavior. Unfortunately, laws and regulations deal with specifics and are unable to address every possible human situation. Therefore conflicts can develop between the law and ethical behavior. For example, the law says it is wrong to speed; however, a man whose son has just been bitten by a poisonous snake and who is speeding his son to the hospital would certainly not consider his speeding as unethical.

APPENDIX B

CODE OF CONDUCT

The Code of Conduct was prescribed by the President of the United States in 1955 as a simple, written creed applying to all American fighting men. The words of the Code, presented in six articles, state principles that Americans have honored in all the wars this country has fought since 1776.

The Code is not intended to provide guidance on every aspect of military life. For that purpose there are military regulations, rules of military courtesy, and established customs and traditions. The Code of Conduct is in no way connected with the Uniform Code of Military Justice (UCMJ). The UCMJ has punitive powers; the Code of Conduct does not.

The six articles of the Code can be divided into three categories. Articles I and II are general statements of dedication to country and freedom. Conduct on the battlefield is the subject of Article II. Articles III, IV and V concern conduct as a prisoner of war.

(Extracted from Chapter Three of the Guidebook for Marines)

Article I

I am an American. I serve in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

It is a long-standing tradition of American citizens to willingly answer the call to arms when the peace and security of this nation are threatened. Patrick Henry stated it best in the early days of our country when he said, "Give me liberty or give me death." Nathan Hale, captured by the British during the Revolutionary War and charged with spying, personified the spirit of the American fighting man when he spoke the immortal words, "I only regret that I have but one life to give for my country," just before his execution by hanging.

More recently, the threat to America has been less obvious as small countries such as South Korea and South Vietnam and Kuwait have borne the brunt of our enemies' attacks. Nevertheless, Americans have risen to the challenge and have proven their dedication and willingness to make the supreme sacrifice as much as in any of the wars in our history.

In December 1967, Marine Corporal Larry E. Smedley led his squad of six men into an ambush site west of the vital military complex at Da Nang in South Vietnam. When an estimated 100 enemy

soldiers were observed carrying 122mm rocket launchers and mortars into position to launch an attack on Da Nang, Corporal Smedley courageously led his men in a bold attack on the enemy force which outnumbered them by more than 15 to 1.

Corporal Smedley fell mortally wounded in this engagement and was later awarded the Medal of Honor for his courageous actions. His bold initiative and fearless devotion to duty are perfect examples of the meaning of the words of Article I of the Code of Conduct.

Article II

I will never surrender of my own free will. If in command I will never surrender my men while they still have the means to resist.

This is an American tradition that dates back to the Revolutionary War. An individual may never voluntarily surrender himself. If isolated and unable to fight the enemy, he/she is obligated to evade capture and rejoin friendly forces at the earliest possible time.

John Paul Jones always comes to mind when one reads Article II of the Code. It was in 1779 that the captain of the *Bonhomme Richard* challenged two British ships of war, the *Serapis* and the *Countess of Scarborough*. Old, slow, and hopelessly outclassed the *Richard* was being badly battered, repeatedly set on fire, and rapidly filling with water when the captain of the *Serapis* called, "Do you ask for quarter?"

"I have not yet begun to fight," said John Paul Jones. Hours later, the *Serapis* struck her flag and Jones and his crew boarded and captured the British ship as they watched their own ship sink.

Where a unit is involved, the Marine in command may never surrender that unit to the enemy while it has the power to resist or evade. A unit that is cut off or surrounded must continue to fight until it is relieved by, or able to rejoin friendly forces.

Private First Class Melvin E. Newlin was manning a key machine gun post with four other Marines in July 1967 when a savage enemy attack nearly overran their position. Critically wounded, his comrades killed, Private Newlin propped himself against his machine gun and twice repelled the enemy attempts to overrun his position. During a third assault, he was knocked unconscious by a grenade, and the enemy, believing him dead,

bypassed him and continued their attack on the main force. When he regained consciousness, he crawled back to his weapon and brought it to bear on the enemy rear, inflicting heavy casualties and causing the enemy to stop their assault on the main positions and again attack his machine gun post. Repelling two more enemy assaults, Private Newlin was awarded the Medal of Honor for his courageous refusal to surrender his position or to cease fighting because of his wounds.

In June 1966, Staff Sergeant Jimmie E. Howard and his reconnaissance platoon of 18 men were occupying an observation post deep within enemy controlled territory in South Vietnam when they were attacked by a battalion size force of enemy soldiers. During repeated assaults on the Marine position and despite severe wounds, Staff Sergeant Howard encouraged his men and directed their fire, distributed ammunition, and directed repeated air strikes on the enemy. After a night of intense fighting which resulted in five men killed and all but one man wounded, the beleaguered platoon still held its position. Later, when evacuation helicopters approached the platoon's position, Staff Sergeant Howard warned them away and continued to direct air strikes and small arms fire on the enemy to ensure a secure landing zone. For his valiant leadership, courageous fighting spirit, and refusal to let his unit be beaten despite the overwhelming odds, Staff Sergeant Howard was awarded the Medal of Honor.

Article III

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole or special favors from the enemy.

ARTICLE IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and we'll back them up in every way.

Article V

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral nor written statement disloyal to my country and its allies or harmful to their cause.

The misfortune of being captured by the enemy does not end a Marine's usefulness to his country. It is his duty to continue to resist the enemy by all possible means, and to escape and assist others to escape. A Marine may not accept parole from the enemy or special favors such as more food, warm clothes, fewer physical restrictions, etc., in return for promises not to escape, or informing, or providing information to the enemy.

Informing, or any other action endangering the well-being of a fellow prisoner is forbidden. Prisoners of war will not help the enemy by identifying fellow prisoners who may have knowledge of particular value to the enemy, and who may, therefore, be made to suffer brutal means of interrogation.

Strong leadership is essential to discipline. Without discipline, organization, resistance, and even survival may be extremely difficult. Personal hygiene, sanitation, and care of sick and wounded prisoners of war are absolute musts. All United States officers and noncommissioned officers will continue to carry out their responsibilities and exercise their authority if captured.

The senior line officer or noncommissioned officer within the prisoner of war camp or group of prisoners will assume command according to rank or date of rank, without regard to service. He is the lawful superior of all lower ranking personnel, regardless of branch of service.

The responsibility to assume command must be exercised by the senior. If the senior officer or noncommissioned officer is incapacitated or unable to command for any reason, command will be assumed by the next senior man.

Article VI

I will never forget that I am an American responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

Article VI and Article I of the Code are quite similar. The repeated words "I am an American, fighting in the service of my

country" are perhaps the most important words of the Code, because they signify each American's faith and confidence in their God, their country, and their service. Since John Paul Jones made his defiant reply "I have not yet begun to fight," to the present, Americans have traditionally fought the enemy wherever he was found and with whatever weapons were available. When captured, the POW continues the battle in a new arena. When facing interrogators they are under fire just as though bullets and shell fragments were flying about them.

Disarmed, the POW must fight back with mind and spirit, remaining faithful to his fellow POW's, yielding no military information, and resisting every attempt of indoctrination. It is the responsibility of each Marine to honor these traditions by carefully adhering to the meaning of each article of the Code of Conduct. The many Americans who have accepted this responsibility are heroes in the finest sense of the word.

In February 1966, Lieutenant (jg) Dieter Dengler, USNR, was on a bombing mission over North Vietnam when his aircraft was badly damaged by ground fire. Lieutenant Dengler crash-landed his aircraft in nearby Laos and attempted to evade capture. After successfully evading for one day, he was captured and led to a village where he was interrogated and told to sign a Communist propaganda statement condemning the United States. Lieutenant Dengler's repeated refusal to give more than his name, rank, service number and date of birth, or to sign any statements, resulted in severe beatings. When he continued to refuse to answer questions, he was tied behind a water buffalo which dragged him through the brush. The interrogations and beating continued for three days, but Lieutenant Dengler refused to give in.

Later, he escaped from his guards but was recaptured and again severely beaten. After six months in captivity, Lieutenant Dengler successfully escaped, killing several enemy guards in the process. On the 17th day, a pilot who escaped with him was killed, and Lieutenant Dengler had to continue alone. Although suffering from malnutrition, jaundice, fatigue, and badly cut and swollen feet, Lieutenant Dengler refused to give up. Finally, on the 22nd day after his escape, he managed to lay out a crude SOS on a bed of rocks and attract attention of a United States Air Force aircraft. Later a rescue helicopter plucked him to safety and ended his ordeal.

The stories of those who have steadfastly followed both the spirit and letter of Articles III, IV and V of the Code of Conduct are numerous.

APPENDIX C

OATH OF OFFICE (enlisted)

I, DO SOLEMNLY SWEAR (OR AFFIRM) THAT I WILL SUPPORT AND DEFEND THE CONSTITUTION OF THE UNITED STATES AGAINST ALL ENEMIES FOREIGN AND DOMESTIC; THAT I WILL BEAR TRUE FAITH AND ALLEGIANCE TO THE SAME; AND THAT I WILL OBEY THE ORDERS OF THE PRESIDENT OF THE UNITED STATES AND THE ORDERS OF THE OFFICERS APPOINTED OVER ME, ACCORDING TO REGULATIONS AND THE UNIFORM CODE OF MILITARY JUSTICE. SO HELP ME GOD.