

# INFORMATION PAPER

Updated 29 October 2015

**Subject:** Create a Concept and Doctrine for Character Development Initiative, ALDP I-14-007.

1. **Purpose.** Provide Army Profession & Leader Development Forum (APLDF) participants information on the Army Character Development Project.

2. **Decision.** No decision required. (Information only)

3. **Background.**

a. Character Development is a central, unifying theme within *The Army Human Dimension Concept* and *Strategy*. Doctrine describes Character as “dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.” (ADRP 1)

b. The character of Army professionals is an essential attribute (*Army Leader Development Strategy* and ADRP 6-22); and character is central to mutual trust within Mission Command (ADRP 6-0) and in the ethical application of landpower.

c. The Army Profession certifies the character, competence, and commitment of Soldiers and Army Civilians as trusted Army professionals (ADRP 1).

4. **Discussion.**

a. The Army does not have a consensus concept for developing and assessing character within the process of leader and professional development. The Army Capabilities Needs Analysis (CNA) GAP #501028 states: “The Army lacks the capability to identify attributes of character and to assess the success of efforts to develop character so that Army professionals consistently demonstrate their commitment and resilience to live by and uphold the Army Ethic.”

b. The TRADOC G2 DART observed in Sep 13: “Most character development literature is written in technical jargon that requires a graduate education to understand.” We need easily understood guidance on Character Development that supports recruitment, training, and education of Army Professionals, inspiring and motivating right conduct in performance of duty and accomplishing the mission.

c. An Army Concept for Character Development, integrated within the Human Dimension and Army Leader Development Strategies will redress the unacceptable risk of ignoring character development within education, training, and experience. This initiative affects all Army Warfighting Challenges (AWFC), but especially numbers 1, 4, 6, 8, 9, 10, 14, and 19.

5. **Way Ahead.**

a. On behalf of CG, CAC, CAPE will lead an Army Profession working group to create a concept for Character Development. (Ref: HQ DA Human Dimension Strategy EXORD and TRADOC order).

b. Conduct a comprehensive literature review on Character Development (on-going) and publish the White Paper on the “Concept for Character Development.” (December 2015)

c. Publish a Program Directive for the Concept for Character Development (February 2016).

d. In coordination with USMA, ARI, ARL, and other research organizations study methods for developing, assessing, and certifying the character of Soldiers and Army Civilians (January 2016 and continuing).

e. Publish the Army Concept for Character Development (June 2017).

f. Initiate efforts to assess the effectiveness of character development within the Institutional and Operational Army (July 2017 and continuing).

g. Begin the process of updating Army policies, publications, curricula, and procedures to incorporate the Concept for Character Development within education, training, and experience.