



*“The Intellectual Center
of the Army”*



**Mission Analysis
Character Development Project
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Director, CAPE
12 November 2015**





Introduction

Mission of the Character Development Project Team

Key Facts Bearing on the Mission

Assumptions

Key (Essential) Tasks

End-State

Constraints on the Project

Risks

Activities & Project Timeline

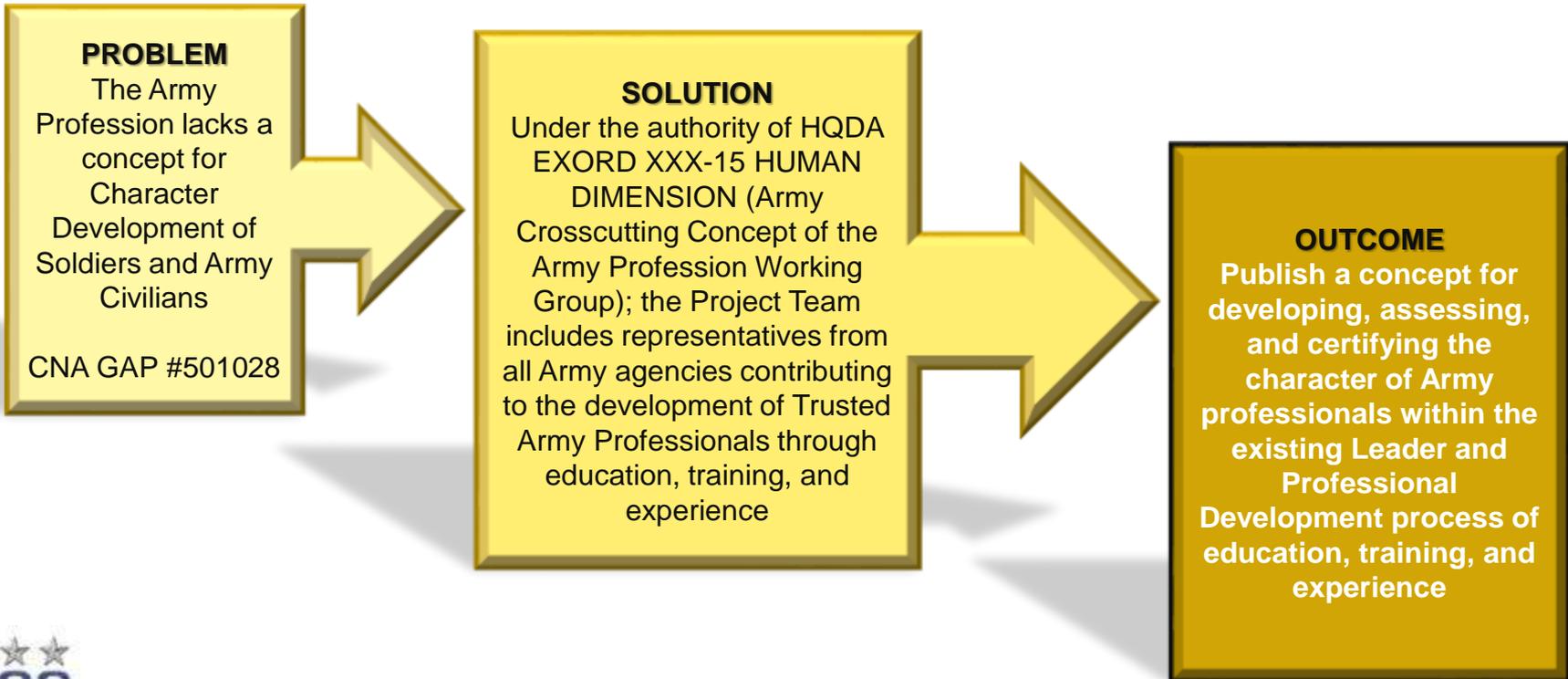
Key Terms (Lexicon) & References

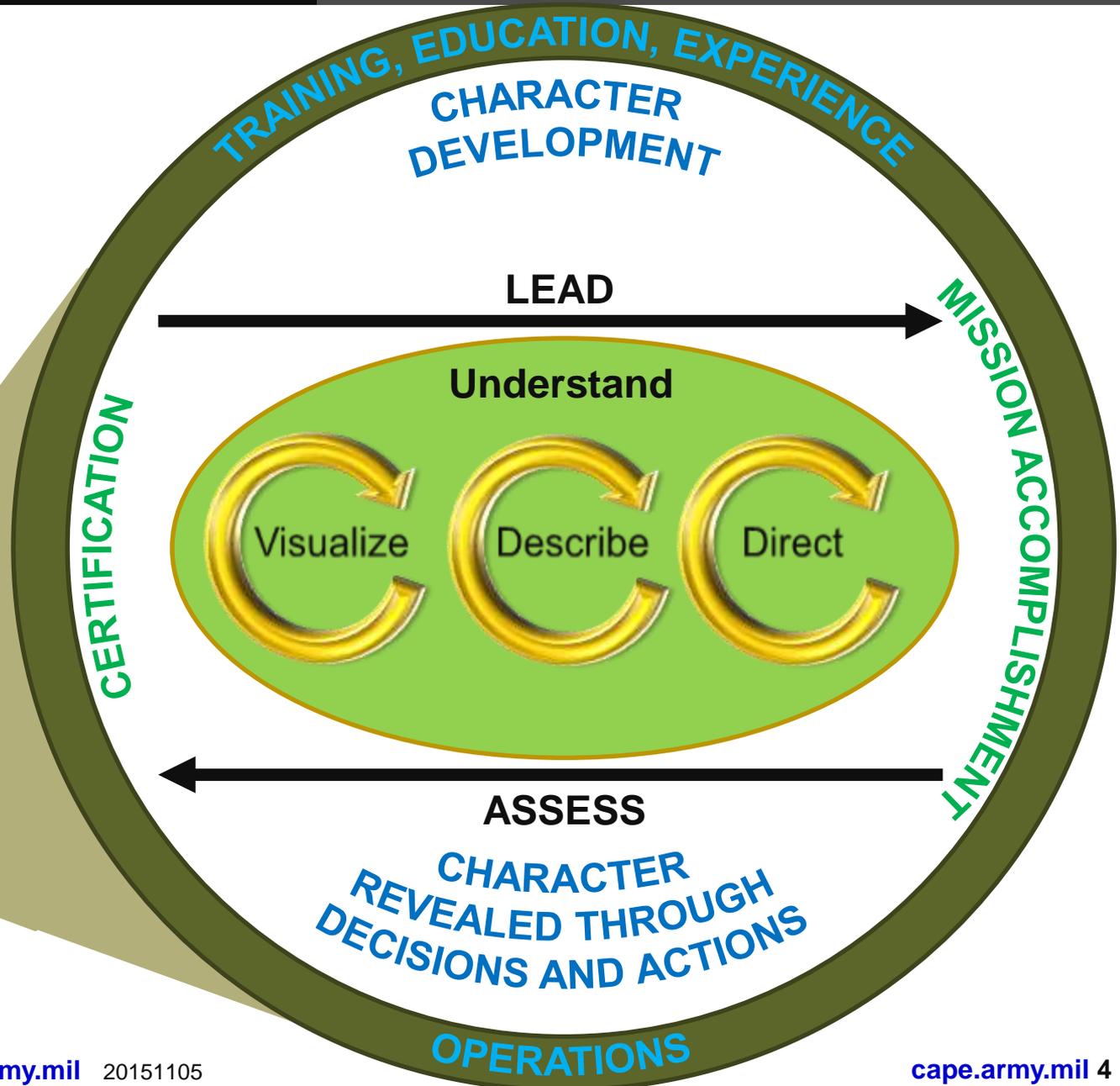
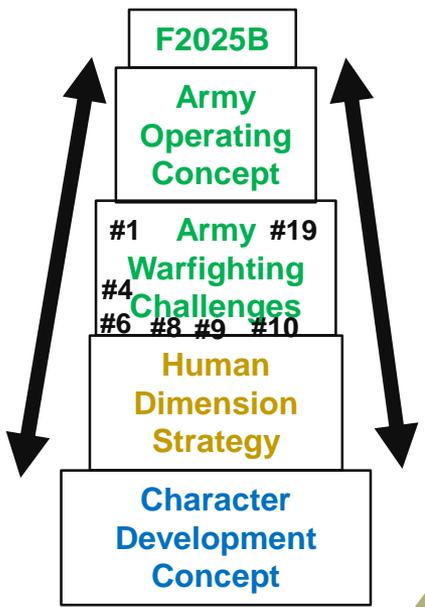




Intrinsically, character is “one’s true nature, including identity, sense of purpose, values, virtues, morals and conscience.”
Operationally, doctrine defines character as “Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.”
The Army Profession certifies the character, competence, and commitment of Soldiers and Army Civilians. (ADRP 1)

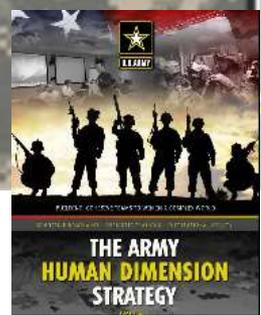
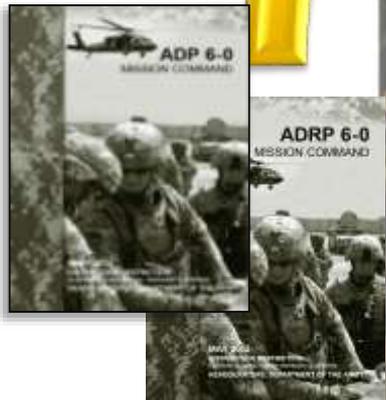
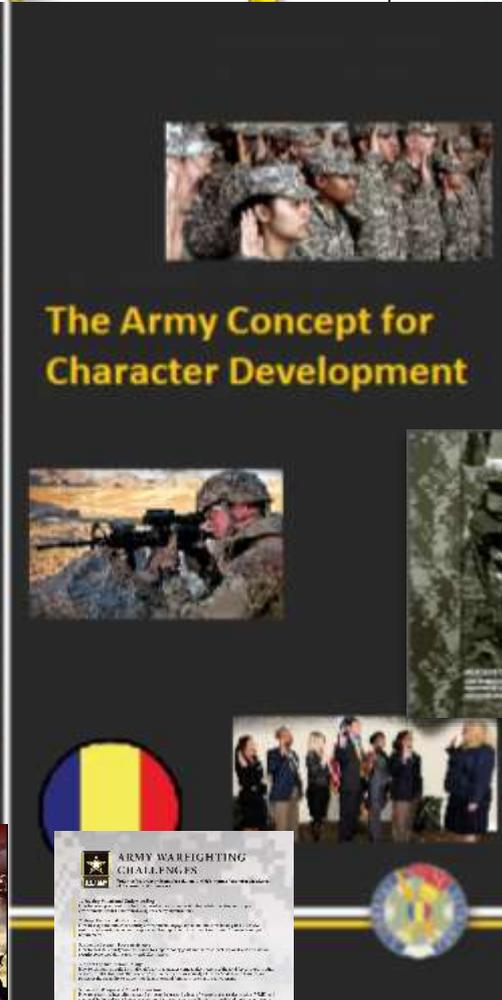
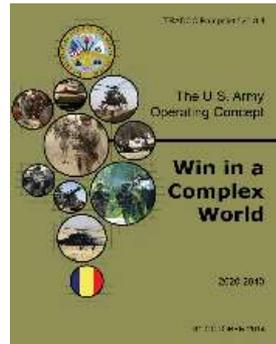
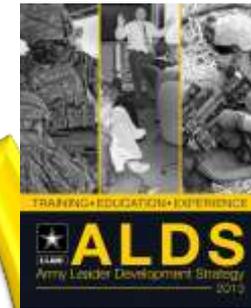
Character is central to mutual trust within Mission Command (ADRP 6-0); *Character Development* is a unifying theme within *The Army Human Dimension Concept* (TP 525-3-7, 2014); the *Talent Management Concept of Operations for Force 2025 and Beyond*; *Army Warfighting Challenges*; and the Army Profession is a cross-cutting concept within The Army Human Dimension Strategy, wherein the Army develops “cohesive teams of trusted professionals...”







**Revision & Analysis
Informs Doctrine
Integrates Concepts**





Under the authority of HQDA EXORD XXX-15 HUMAN DIMENSION, the “Character Development Project Team” articulates and gains APLDF (I-14-007) approval for and publishes the Army Concept for Character Development -- applicable within the process of leader and professional development -- NLT June 2017, in order to strengthen shared identity and inform the certification of trusted Army professionals.





1 of 2

- The Human Dimension Concept recognizes the need for character in Army professionals to be deliberately developed throughout an Army career (TP 525-3-7); this theme is affirmed in the Human Dimension Strategy. (HDS 2015)
- ALDS addresses “the deliberate, continuous, and progressive process—founded in Army Values—that grows Soldiers and Army Civilians into **competent, committed** professional leaders of **character.**” (ALDS 2013)
- Leader development is achieved through career-long synthesis of training, education, and experience...in the institutional, operational, and self-development domains, supported by peer and developmental relationships. (ALDS 2013)





2 of 2

- By doctrine, the Army Ethic should guide the decisions and actions of Army professionals. (ADRP 1)
- Doctrine states that mutual trust is essential to accomplish the mission (ADRP 6-0); and is gained through consistent demonstration of character, competence, and commitment. (ADRP 1)
- Army leadership doctrine states that character development is a process involving...education, training, experience, self-development, coaching, counseling, and mentoring. (ADP/ADRP 6-22, FM 6-22)
- While “individuals are responsible for their own character development,” they are supported by “leaders [who] are responsible for encouraging, supporting and assessing the efforts of their people.” (ADRP 6-22)
- Leaders of character develop through continual study, reflection, experience, and feedback. (ADRP 6-22)





- Character is essential to living our shared identity, through our decisions and actions, as trusted Army professionals.
- Character within the Army is influenced by culture, leadership and command climate, role models, organizational norms, religious beliefs, and social interaction.
- Character is developed primarily through education, training, and experience, supported by leader and peer interaction, and self-development.
- Character development and assessment must be integrated within the process of leader and professional development.
- The concept for character development is informed by multiple disciplines and implemented in all aspects of leader and professional development and the human dimension.





1 of 2

- Determine how the literature informs Character Development.
- Identify and include relevant scientific and academic disciplines.
- Understand the relationships among: character, identity, and personality; values, virtues, and morals (conscience).
- Understand the effects of resilience and social-emotional intelligence.

- Determine what must be done at the institutional and operational levels (e.g., policies, programs, procedures).
- Define the role for Senior Stewards (leaders) in supporting character development.

- Determine what activity must take place at the level of the individual within the team (e.g., leadership, coaching, counseling, mentoring, self-development).
- Consider the value-added of service-learning and community support to character development.





2 of 2

- Identify and determine the effects of external factors (e.g., religion, family, socio-economic).
- Determine the effects of internal factors (e.g., the Army *ethos*, culture of trust, and the organizational climate).

- Determine how the Army Ethic drives Character Development.
- Identify both enablers and obstacles at the level of the Army Profession and the Institutional and Operational Army.
- Identify gaps in Army knowledge for future research.

- Identify and develop a common Army Profession lexicon for attributes of character.
- Identify reliable and valid means of assessing character development
 - at the level of the profession/institution;
 - for the individual within the team.





The concept for character development is integral to:

- Talent and Personnel Management (i.e., recruiting and accessions; assignments to training, education, and operations; and transition);
- The Army Operating Concept, Human Dimension Strategy, Army Leader Development Strategy, and Mission Command; and
- The Army Profession and culture of trust and are reinforced in institutional and operational policies, programs, procedures, education, and training.





- The Army Concept for Character Development Project Team will accomplish its mission within current funding levels (through 3rd QTR FY17).
- Key tasks will be completed on the basis of presently available research and study findings.
- Retirees and SMEs external to the Federal Government will participate as volunteers (pro bono).





- Failure to articulate and promulgate an Army Character Development Concept perpetuates an omission in leader and professional development of Soldiers and Army Civilians.
- Without a common lexicon, Army policy, concepts, and doctrine will continue to use unsynchronized, arbitrary descriptors for desired qualities in Soldiers and Army Civilians.
- Lacking a Concept for Character Development, the Army Profession will continue to develop and select leaders for increased responsibilities without effective ways and means to develop and assess their character.
- Legalistic, rules-based, and consequential reasoning will dominate decision-making and conduct, as opposed to values-based decisions and actions consistent with the Army Ethic.
- Failure to fully institutionalize and operationalize the Army Profession and Army Ethic by integrating character development increases the likelihood of misconduct, indiscipline, and unethical decisions and actions.

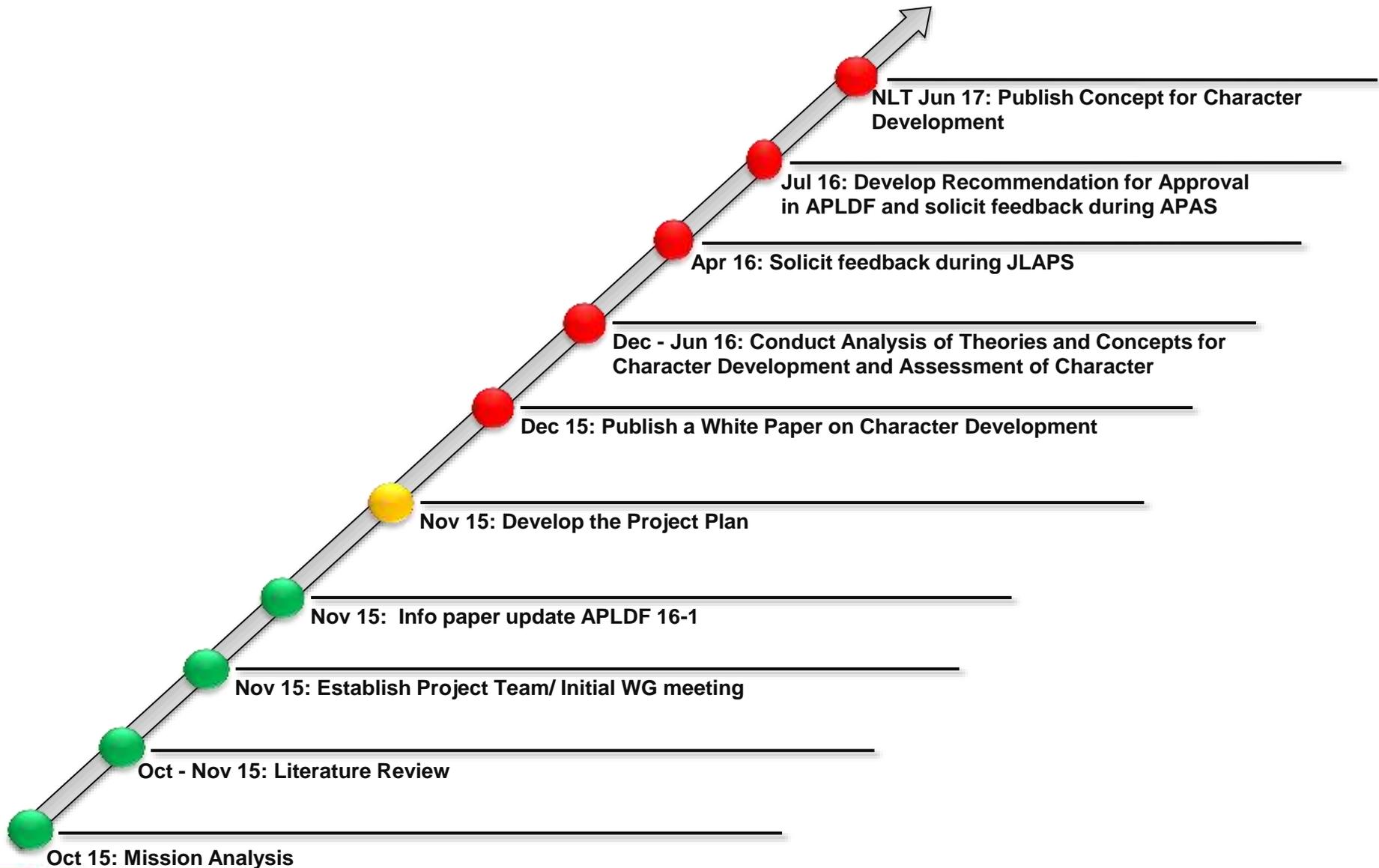




Activity Set

- Mission Analysis (Oct-Nov FY16)
 - Literature Review
 - Requirements Review
- Establish the Project Team (Nov FY16)
- Develop a Project Plan for Management and Control (Nov FY16)
 - Internal – CAPE & USMA
 - External – CAPE -- MCCOE -- CAC – TRADOC -- Army Agencies
- White Paper (Rationale for an Army Concept for Character Development) (Dec FY16)
 - Define the problem and risks
 - Propose solutions
- Publish Program Directive [TBD] (Jan FY16)
- JLAPS Concept Discussion (Junior Leaders) (Apr FY16)
- APAS Concept Discussion (Senior Leaders) (TBD FY16)
- Author's DRAFT – Adjudication (Aug-Sep FY16)
- Initial DRAFT – Adjudication (Oct-Dec FY17)
- Final DRAFT – Adjudication (Jan-Feb FY17)
- Signature DRAFT (Mar FY17)
- Publication of Army Concept for Character Development (Jun FY17)







Ethic - Set of moral principles guiding our decisions and actions (Army Ethic, ADRP1)

Ethics - Study of what is right and wrong (philosophy, theology, law)

Morals - Beliefs about what is right and wrong (conscience)

Character – Our true nature (e.g., values, virtues, identity, purpose, morals) – demonstrated in decisions and actions.

Identity – Our shared sense of who we are, our purpose in life [why and how we serve], and supporting roles.

Personality – Our unique variation on human nature, expressed as a pattern of traits and adaptations, situated in social context and culture.

Values – Principles or concepts that are always important and reflected in decisions and actions.

Virtues -- Qualities demonstrated in conduct and behavior that are respected and admirable.



Army Leader Development Strategy, 2013

APLDF Initiative – I-14-007, 2014 (updated 20151029)
Information Paper: Character Development Concept

TRADOC Pamphlet 525-3-7, Human Dimension Concept, 2014
The Human Dimension Strategy, 2015

ADRP 1 The Army Profession, 2015
White Paper, the Army Ethic, 2014

ADRP 6-22 Army Leadership, 2012
FM 6-22 Leader Development, 2015

AR 5-22, Army Force Modernization Proponent System, 2015

HQDA EXORD -- HUMAN DIMENSION; TRADOC ORDER (TBP)





U.S. Army Combined Arms Center and Fort Leavenworth

"We cannot expect to capture the imagination of combat-seasoned forces that have been in some of the most complex environments imaginable for almost a decade by sitting them in a classroom and bludgeoning them with PowerPoint slides. We must make the 'scrimmage' as hard as the 'game' in both the institutional schoolhouse and at home station."

-- General Martin E. Dempsey



Character Development Concept

Back-up

We must demonstrate decisions and actions consistent with the Army Ethic, reflecting the values that frame the Nation



- Intrinsically, character is “one’s true nature, including identity, sense of purpose, values, virtues, morals and conscience.” (ADRP 1)
- Operationally, character is defined as “an Army professional’s dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.” (ADRP 1)
- The importance of developing character in Soldiers and Army Civilians is recognized in professional literature, American military history, and in Army doctrine. (Literature Review)
- However, the Army Profession does not have an articulated vision and concept for how to provide for the development of character in Soldiers and Army Civilians. (Army Capability Needs Assessment, Gap #501028)
- In support of APLDF initiative I-14-007 “Create a Concept and Doctrine for Character Development,” and IAW HQDA Human Dimension Strategy EXORD____ and TRADOC ORDER____ an Army-wide project team will address Character Development.

The Character Development Project Team is established under this authority.





- The Army Profession develops and certifies the character, competence, and commitment of Soldiers and Army Civilians. (ADRP 1)
- Character is central to mutual trust within Mission Command. (ADRP 6-0)
- Character Development is a unifying theme within *The Army Human Dimension Concept*. (TP 525-3-7, 2014)
- The Army Profession is a cross-cutting concept within the Human Dimension Strategy, wherein the Army develops “cohesive teams of trusted professionals.” (HD Strategy, 2015)
- Character Development is an essential component of Leader Development (ALDS/ADRP 6-22/FM 6-22)





- For the Army Profession and the Institutional & Operational Army:
 - Describes what must be done regarding policy, programs, and doctrine (e.g., institutional [education & training] and operational domains);
 - Supports assessment of the efficacy of institutional and operational policies, programs, and procedures that contribute to the development of character;
 - Identifies gaps in Army knowledge about character and character development for future Army research;
 - Assists in synchronization of Army policy and doctrine in describing and assessing attributes of character in recruits, candidates, Soldiers, and Army Civilians.
- For the Army Professional (Soldier and Army Civilian):
 - Identifies activities that strengthen shared identity;
 - Assists with reinforcing and assessing character in decisions and actions.





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