



Character Development Project Team Teleconference

Purpose: Provide an update to the Character Development Project Team, including current status, path forward to complete the project, and desired end state for implementation within Leader Development

COL John A Vermeesch
Director, Center for the Army
Profession and Ethic
18 October 2016



This briefing is: [Unclassified](#)

20161017



Character is the foundation of trust and trust is the foundation of effective leadership. - Vice Chief of Staff of the Army Gen. Daniel B. Allyn, emphasizing the importance of building and integrating character in daily living will help young leaders to win in an increasingly complex world, at the ninth annual West Point Leadership and Ethics Conference, held earlier in the year, at the George Mason University, Arlington, Virginia.

'You can't surge character'



US Army Combined Arms Center
SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE

Agenda

- Roll Call / Introduction
- Character Development Project
 - ✓ Review: Situation, Mission
 - ✓ All Partners Access Network
 - ✓ Literature Review Update
 - Army Character Development since WW II
 - Army Command (Ethical) Climate Assessment
 - ✓ DRAFT Framework for Army Character Development
- Discussion
- Path Forward
- Closing



20161017 cape.army.mil 2

“Our leaders, then, are going to have to be self-starters. They’re going to have to have maximum amounts of initiative....critical thinking skills.... (and) character, so they make the right moral and ethical choices in the absence of supervision under intense pressure in combat.”

<http://breakingdefense.com/2016/10/army-40b-short-on-modernization-vs-russia-china-csa-milley/>

We want leaders that are tough, resilient, that can think, and out-fight and out-smart the enemy. We want them to be adaptive and agile and flexible. And, we want them not only competent, but we want leaders of character.

General Mark A. Milley, Chief of Staff of the Army
Remarks to the National Guard Association of the United States
(NGAUS, 11 Sep 2015)

WW II - World War II

 US Army Combined Arms Center SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE	Character Development Project
<p>Problem: 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. <small>(CNA GAP #501028)</small></p> <p>Mission: The Character Development Project Team articulates and gains APLDF approval for and publishes the Army Concept for Character Development-- applicable for all Soldiers and Army Civilians, 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. <small>(Army White Paper: Developing the Character of Trusted Army Professionals, Forging the Way Ahead, 19 April 2016)</small></p> <p>Endstate: Publish a concept* for developing, assessing, and certifying the character of Army professionals within the existing Leader and Professional Development process of education, training, and experience <small>(Army White Paper, 19 April 2016)</small></p> <p>*TRADOC CG Approved White Paper for Character Development</p>	
	<small>20161017 cape.army.mil 3</small>

The Mission for this projects is completed with the CG TRADOC approved framework in the form of a document that articulates the Army Concept for Character Development, applicable to the Total Army.

The following phase is an implementation plan and execution order.

CNA – Capability Needs Assessment

APLDF – Army Profession and Leader Development Forum

NLT – Not Later Than

TRADOC CG – US Army Training and Doctrine Command Commanding General

2011–2012 Army Profession Campaign
Sep 2012 ADP 1, *The Army*, includes the Army Profession (Chapter 2)
Jun 2013 ADRP 1, *The Army Profession*
Jul 2014 Army Ethic White Paper
Jun 2015 ADRP 1, includes the Army Ethic (Chapter 2)
Oct 2015 CSA approves Character Development, Army Priority List #3P, FY16
Nov 2015 Character Development Project Team
Dec 2015 HQDA EXORD 086-16 Human Dimension
Apr 2016 Army Character Development White Paper + JLAPS
May 2016 CGSC Electives and MMAS Papers
Jul 2016 Captains Solarium
Aug 2016 Stand-To: <https://www.army.mil/standto/2016-08-10>
Oct 2016 DRAFT Framework for Army Character Development & Outreach



ADP – Army Doctrine Publication

ADRP – Army Doctrine Reference Publication

CSA – Chief of Staff of the US Army

HQDA EXORD – Headquarters, Department of the Army Executive Order

JLAPS – Junior Leader Army Profession Symposium

CGSC – Command and General Staff College

MMAS – Master of Military Art & Science

US Army Combined Arms Center
SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE

APAN Community

APAN – All Partners Access Network (<https://www.apan.org>)

Collaborative solutions for building partnerships
 APAN is a collection of communities developed to foster information and knowledge sharing between U.S. Department of Defense, multinational organizations, coalitions and non-government agencies who don't have access to traditionally restricted DOD networks.

Army Character Development Project

<https://community.apan.org/wg/character-development-project/>

- Announcements
- Discussions
- Documents
- Events
- Wiki

Public Closed Group

Army Character Development Project
 Announcements Discussions Documents Events Wiki Mentions ~ More

This group requires membership for participation - click to join

1. Register
2. Request access to the group

Learn more: <https://community.apan.org/support/w/13795.3-groups/>

20161017 cape.army.mil 5

- As recommended in our last meeting, we developed a project collaboration platform, accessible without CAC.
- APAN supports announcements, discussions, documents, events, and wiki.
- The group is “public-closed” -- anyone can read the content, only members can contribute.
- Instructions: Register on APAN; join the group.
- If you are having trouble, send me an email (timothy.lempicki@usma.edu) and I will provide assistance.

Wiki – A website that provides collaborative modification of its content and structure directly from the web browser.



Determine How the Literature Informs Character Development:

- Review of journal publications and books → initial product Nov 15; the review is updated as new material is discovered – all are invited to contribute to this on-going effort.
- Review of Army publications → this action is complete; many Army documents address character or character development, each confirms the importance of character to mutual trust and leadership; however, there is little discussion of “how” character is developed within Leader Development.
- **What has the Army done? → since the end of WWII, the Army has initiated several efforts to integrate character development within education, training, and operations; however, we have not completed our discovery of all such efforts and we do not know why previous efforts were abandoned.**
- **Assessment of Ethical Climate → in order to establish an ethical climate it is necessary to create a shared understanding of the nature of an ethical climate and to assess the “state of the ethical climate;” we initiated a review of the Army’s efforts to assess “Command Climate.”**

- The bulleted items highlighted in GREEN pertain to additional research on the Army’s past efforts at character development, as well as efforts to assess ethical climate, and will be discussed during this meeting and then added to the online literature review.
- Your continuing input and feedback to inform this in-progress literature review is appreciated.



Army's Past Character Development Efforts (1 of 5)

Purpose: To identify, describe, and assess some of the Army's past efforts to develop the character of members of the Army Profession.

Background: Since 1775, Army leaders have taken a special interest in assessing, developing, and maturing the character of individual members of the Army, and through these efforts, in helping to shape the collective character of our Armed Forces.

<i>Legal/Enforcement</i>	General Orders – Profane cursing; Articles of War
<i>Moral/Aspirational</i>	General Orders – "...acquityourselves like men."

1. Prior to/WWI/After:

- Concerns about the character of young Americans ...
Citizenship/Officer programs: Plattsburgh Camps, ROTC, SATC -> ROTC, CMTC
- Concerns with Soldier indiscipline, misconduct, spread of venereal diseases
Legal/Enforcement General Orders, Inspector General Dept, Articles of War
Moral/Aspirational Army chaplains – ‘**Character Building**’ duties – 1926 ->
- Chaplain responsibility for Character, Character Building, Character Formation
- **Focus:** Education, Hygiene, Social & Recreation activities-movies



Throughout our Army's history the two foundations (legal and moral) that form the Framework of the Army Ethic have been used to influence and guide the character of individuals, as well as the collective character of the Army Profession.

During the 30-year period from World War I, through World War II, to just prior to the Korean War the Army recognized the need for what was termed 'character building', especially in younger members of the Army, and assigned responsibilities to chaplains and leaders.

- ROTC – Reserve Officers' Training Corps
- SATC – Student Army Training Corps
- CMTC – Citizens' Military Training Camps



Army's Past Character Development Efforts (2 of 5)

2. WWII/Korea:

- Concerns about the character of young (<21) Soldiers ... (Pre-war 20%, Post-war 50%)
 - Universal Military Training - Fort Knox Experimental Unit
 - "Citizenship and Morality Talks" – 88 lectures - The Chaplain's Hour
- Concerns with Soldier indiscipline, misconduct, spread of venereal diseases
- Concerns with spiritual and moral injury – Erik Erikson studies -> identity, character, PTSD
- Concerns about the Soviet Union, Communism, Nuclear war
 - National Security Act of 1947 – DoD
 - National Defense/Selective Service Acts of 1948 – Draft
 - Executive Order #9981 – Desegregation of the Armed Forces
 - Legal/Enforcement* General Orders, Uniform Code of Military Justice (UCMJ)
 - Moral/Aspirational* Army Chaplains– '**Character Guidance**' Instruction
 - The Armed Force Officer* – S.L.A. Marshall
- '**Character Guidance**' Program
- **Focus:** Education, Hygiene, Social and Recreational activities, Lectures, Discussions.
 - Topics: (~religious tone) promiscuity, communism, values & beliefs
 - Post & Unit Character Guidance Councils
 - Army's "The Big Picture" television series (1950-1975)



The next 30 years was the era of the Character Guidance Program. Although the intent appeared to be to use chaplains to guide reflection and discussion as a means to character development, the reality became more classroom lecture, often with a religious flavor, and with the chaplains, rather than commanders, becoming the focal points for character development programs.

PTSD – Post-Traumatic Stress Disorder

DoD – Department of Defense



Army's Past Character Development Efforts (3 of 5)

3. Korea/Vietnam:

- Concerns with Communism, POW collaborators, Civil Rights, racial tension, drugs
 - Legal/Enforcement* Code of Conduct - Executive Order 10631 - 1955
Supreme Court rulings
 - Moral/Aspirational* Modification of previous efforts '**Character Guidance**'
 - "Our Moral Heritage Series" -> "Human Self Development"
 - Topics: (~less religious tone) communism, drug abuse, race relations.
 - Study of Values – assessment
 - Defense Race Relations Institute (DRRI)

- Concerns in aftermath of My Lai and other incidents - Soldier indiscipline, misconduct, moral & ethical climate
 - Peers Inquiry
 - USAWC Study on Military Professionalism (The Westmoreland Study) – 1970
Perceptions of "... a system that rewarded selfishness, incompetence & dishonesty."
 - Expanded ethics education by chaplains– USMA, CGSC, AWC, Army schools
 - Recommended code of ethics



Overlapping with this period, the 30 years from the height of Vietnam to the late 1990s witnessed the Army conducting major reassessments of itself, such as the Westmoreland Study; efforts to professionalize the NCO Corps; and numerous attempts to adequately describe Army values, ethics, and leadership doctrine. This resulted in the forward-looking Character Development XXI workshop and the promulgation of the Army Values.

POW – Prisoner of War

USMA – United States Military Academy

CGSC – Command and General Staff College

AWC – Army War College



Army's Past Character Development Efforts (4 of 5)

4. Post-Vietnam:

- Concerns with Communism, Civil Rights, racial tension, drugs, All-Volunteer Army
 - Reduction in Force (RIF), "Hollow Army"
 - Total Army – National Guard & Army Reserve
 - New doctrine – Airland Battle, FM 100-1 The Army (incl Army Profession-Ethic)
- Concerns with perceived lack quality, character, professionalism, USMA cheating scandal
 - Legal/Enforcement* Code of Conduct – 1977, 1988 (gender neutral)
 - Moral/Aspirational* End of 'Character Guidance' Program
 - Professionalizing the NCO Corps and the Total Army
 - Creeds – NCO, Ranger, Infantry, Special Forces, Cadet, Soldiers, etc.
 - "Defense Equal Opportunity Management Institute (DEOMI) - 1979
 - Expanded Ethics education at USMA and Army schools
- **Focus:** Values as the bedrock of our profession – CSA White Papers, Themes
 - 'Army Values' - Shared professional values and ethics

Character is a habit," and that "... unlike soldierly skills, ethics and values are more 'caught' than 'taught,'" – Laissez-faire approach

 - Assessment and Development of Cadets – USMA & ROTC.

ROTC Cadet Assessment Model & Cadet Leader Development System (CLDS)



Overlapping with this period, the 30 years from the height of Vietnam to the late 1990s witnessed the Army conducting major reassessments of itself, such as the Westmoreland Study; efforts to professionalize the NCO Corps; and numerous attempts to adequately describe Army values, ethics, and leadership doctrine. This resulted in the forward-looking Character Development XXI workshop and the promulgation of the Army Values.

FM – Field Manual

NCO – Non-commissioned Officer Corps

CSA – Chief of Staff of the US Army

USMA – United States Military Academy

ROTC – Reserve Officers' Training Corps



Army's Past Character Development Efforts (5 of 5)

Post-Cold War:

- Concerns end of Cold War and rise of Terrorism
 - Drawdown – uncertainty
 - New doctrine – FM 100-1 The Army (Army Profession-Ethic)-FM 1-ADP 1
- Concerns with perceived lack quality, character, professionalism, sex scandals, Sr leaders, Aberdeen, MG David Hale
 - Legal/Enforcement* EO, SHARP, etc.
 - Moral/Aspirational* **'Army Values'**
 - Character Development XXI - 1996
 - Task Force Soldier – Warrior Ethos Team - 2001
- **Focus:** Requirements of 21st century leadership, long-range, values-based program
 - Challenges soldiers and civilians at every professional level to live the Army values and professional ethos. Developing leaders of character.
 - Environment of mutual trust & respect-where human dignity & worth are esteemed.
 - *New Soldier's Creed - Warrior Ethos*
- Concerns with Army after a decade of conflict – Abu Ghraib, Blackhearts and Future ...
 - CSA White Papers, ADP1, ADRP1, etc. – Army Profession, **'The Army Ethic'**
 - 'Character Development'** Project



During the next 20 years the Army continued to try to better define and describe these same values, ethics, and leadership doctrine. This resulted in the expanded definition of the Army Profession in ADRP 1 in 2013 and the articulation of the Army Ethic in the 2015 revised version of ADRP 1.

CONCLUSION:

Throughout our Army's history the importance of character and character development has been understood, however the message and methods have been confusing, disjointed, and ever-changing. While the Army has repeatedly attempted to formalize what was variously called 'character building', 'character formation', or character development, through the assignment of responsibilities and most often, with the creation of issue-specific programs, the primary method of effective character development has been the personal interaction of qualified, mature, concerned, caring leadership at all levels, through taking personal interest in the development of their subordinates, peers and even superiors, as a responsibility of stewardship. The individual means vary, whether through coaching and counseling, mentorship, formal and informal assessment and evaluation, leadership by walking around, or a thoughtful or thought provoking word when necessary, but the end result is the sustainment of a command climate that enhances the trust required for the concept of mission command to flourish and for the Army to accomplish all its missions. This can only be achieved through improved leader and instructor assessment and education to enrich understanding of their critical roles in the effective execution of the process of character development, both in the operational and institutional Army, and through viable certification to ensure that the rising generation of Army professionals receives the benefit of best qualified leadership at all levels, while sustaining an ethical organizational climate that supports the Army Culture of Trust.

- FM – Field Manual
- MG – Major General
- EO – Equal Opportunity
- SHARP – Sexual Harassment/Assault Response & Prevention
- CSA – Chief of Staff of the US Army
- ADP – Army Doctrine Publication
- ADRP – Army Doctrine Reference Publication



Analysis of Command Climate Surveys (1 of 2)

Purpose: To identify the Command Climate Surveys that have been used and to consider possible Command Climate Surveys to focus on the Ethical Climate.

Background:

1. DEOMI Organizational Climate Survey (DEOCS) – Directed by Congress-DoD-Sec Army 2014

- 97 questions (online) - Co Cdr => day 30/180/365; Bn/higher Cdr => day 60/365
- **Focus:** Organizational Commitment, Performance, Cohesion, Processes; Trust in Leaders; Leader Cohesion; Diversity issues (Race, Religion, Sex, Age, Disability, Sexual Assault/Harassment); Job Satisfaction; Intent to Stay; Help Seeking; Exhaustion/Burnout; Hazing; Demeaning Behaviors; Favoritism.

2. AR 600-20 Army Command Policy - Command Climate Surveys

- 107+ questions
- **Focus:** How Soldiers feel led and cared for by their leadership; racism; sexual harassment; hazing; discrimination; stress; and training.



DEOMI - Defense Equal Opportunity Management Institute
DoD – Department of Defense
Sec Army – Secretary of the Army
Co Cdr – Company Commander
Bn/higher Cdr – Battalion, Brigade, Division, etc. Commander

Analysis of Command Climate Surveys (2 of 2)

3. Multi-Source Assessment & Feedback (MSAF) 360/Unit 360

- 48 questions
- **Focus:** Stewardship of the profession; leadership preparation; leading others, leading by example; getting results; extending influence beyond the chain of command; developing leaders; creating a positive environment; communicating, and building trust

4. Joint 360

- 44 questions
- **Focus:** Character through Profession of Arms values; ethical leadership; & ethical climate.

5. Ethical Climate Assessment Survey – GTA 22-06-001 (Oct 1997)

- 25 questions
- **Focus:** Individual Character, Unit practices, Leader actions, and Environmental factors

6. “Not In My Squad” (NIMS) Resource

- 24 statements
- **Focus:** Mutual Trust and Cohesion within the Squad



 US Army Combined Arms Center SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE	Framework for Army Character Development
<p>I; II; III: Foreword, Preface, Introduction</p> <p>IV; V; VI; VII: Purpose, Problem, Solution, End-state (Vision)</p> <p>VIII: Foundation and Background: Definition (intrinsic and operational character)</p> <p style="padding-left: 20px;">A; B: Assumptions, Facts</p> <p style="padding-left: 20px;">C: Influence: Character development is informed by psychology, philosophy (ethics), sociology, biology, culture, climate, religion (theology), family (friends), & experience; character is professionally developed within leader development through education, training, and experience (operations)</p> <p>IX: Responsibilities:</p> <p style="padding-left: 20px;">A. <i>Trusted Army Professional</i> (Soldiers and Army Civilian) – Self-Development</p> <p style="padding-left: 20px;">B. Leader and Follower (Senior, Peers, Subordinates); Instructor and Student</p> <p style="padding-left: 20px;">C. Senior Army Leaders (Strategic Stewardship)</p> <p style="padding-left: 20px;">D; E; F: Army Profession and the Operational and Institutional Army</p> <p>X: Assessment</p> <p>XI: Summary/Conclusions</p>	
	20161017 cape.army.mil 14

“Our leaders, then, are going to have to be self-starters. They’re going to have to have maximum amounts of initiative....critical thinking skills.... (and) character, so they make the right moral and ethical choices in the absence of supervision under intense pressure in combat.”

<http://breakingdefense.com/2016/10/army-40b-short-on-modernization-vs-russia-china-csa-milley/>

We want leaders that are tough, resilient, that can think, and out-fight and out-smart the enemy. We want them to be adaptive and agile and flexible. And, we want them not only competent, but we want leaders of character. General Mark A. Milley, Chief of Staff of the Army
Remarks to the National Guard Association of the United States
(NGAUS, 11 Sep 2015)

Army Profession, Army Ethic, Institutional and Operational Army ⇔ Army Culture of Trust
Leader Development (Education, Training, Operational Experience)
Mission Command: Mutual Trust & Cohesive Teamwork (Ethical Command Climate)
Leader-Follower (Instructor-Student): Transformational Leadership (Coaching, Counseling, Mentoring)
Transformational Leadership

Content Outline: 19 Aug
Sentence Outline: 15 Sep
Paragraph Outline: 30 Sep
Rough Draft: 15 Oct (Internal)
Author’s Draft: 1 Dec
Initial Draft: 30 Jan
Final Draft: 15 Mar
Signature Draft: 15 Apr
Final Product: 14 Jun
Implementation Directive, TBD

Timeline -

- v1 (approval Dir, CAPE – 15 Oct)
- v3 (approval CD Project Team – 1 Dec)
- v5 (Army-wide staffing – 30 Jan)
- v7 (Army-wide staffing – 15 Mar)
- v9 (HQDA Form 5, GO 15 Apr)
- Finalize – CAC/TRACOC CG/CSA approval 14 June



US Army Combined Arms Center
SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE

**Framework for
Army Character Development**

- Issues, Discussion, Recommendations:
 - Synchronization of Strategic Communications: Intent, Policies, Regulations, Programs, Practices, Doctrine
 - Recruiting and Army Image
 - IET and Transition to First Unit
 - Army Civilian Acculturation
 - Certification (Trusted Army Professional = Character, Competence, Commitment)
 - Army Culture of Trust
 - Strategic Stewardship
 - Institutional Army: PME/CES, Training and Instruction Preparation and Certification of Instructors
 - Operational Army: Unit/Organization (Ethical) Climate; Operations (Ethical Challenges), Ethical Reasoning within Mission Command (ADM, MDMP, TLP, MPS, AAR)
 - Self-Development Domain
 - Assessment (Army Profession, Institutional and Operational Army, Army Culture of Trust, Unit and Organizational Climate, Component, Cohort, Unit/Organization, Individual)
- Models
- References
- Glossary



20161017 cape.army.mil 15

“Our leaders, then, are going to have to be self-starters. They’re going to have to have maximum amounts of initiative....critical thinking skills.... (and) character, so they make the right moral and ethical choices in the absence of supervision under intense pressure in combat.”
<http://breakingdefense.com/2016/10/army-40b-short-on-modernization-vs-russia-china-csa-milley/>

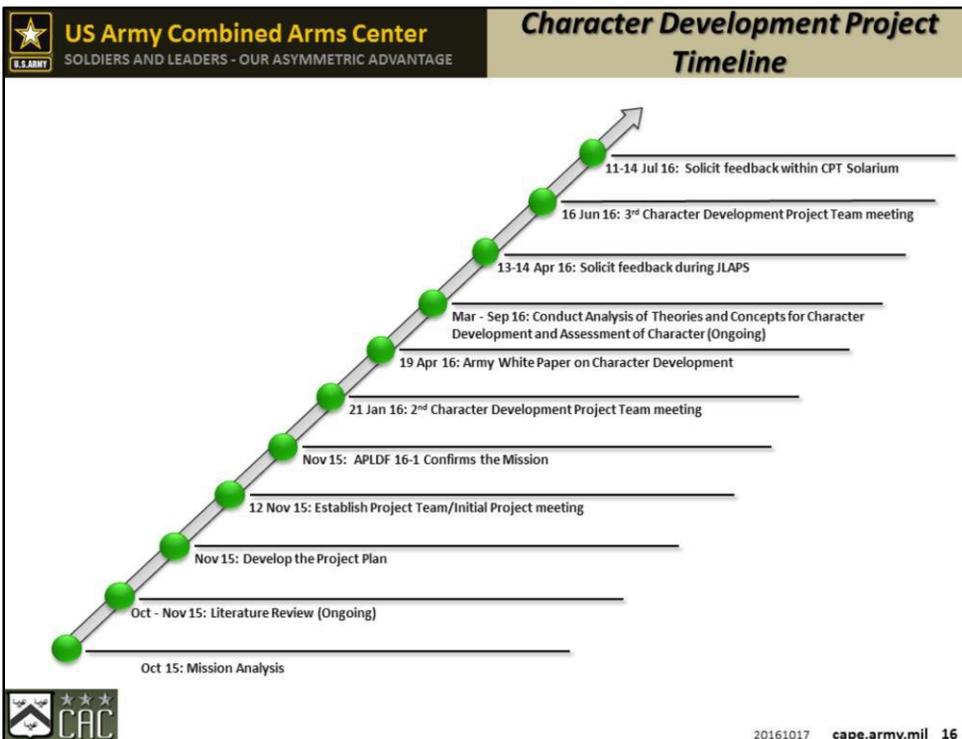
We want leaders that are tough, resilient, that can think, and out-fight and out-smart the enemy. We want them to be adaptive and agile and flexible. And, we want them not only competent, but we want leaders of character.
 General Mark A. Milley, Chief of Staff of the Army
 Remarks to the National Guard Association of the United States
 (NGAUS, 11 Sep 2015)

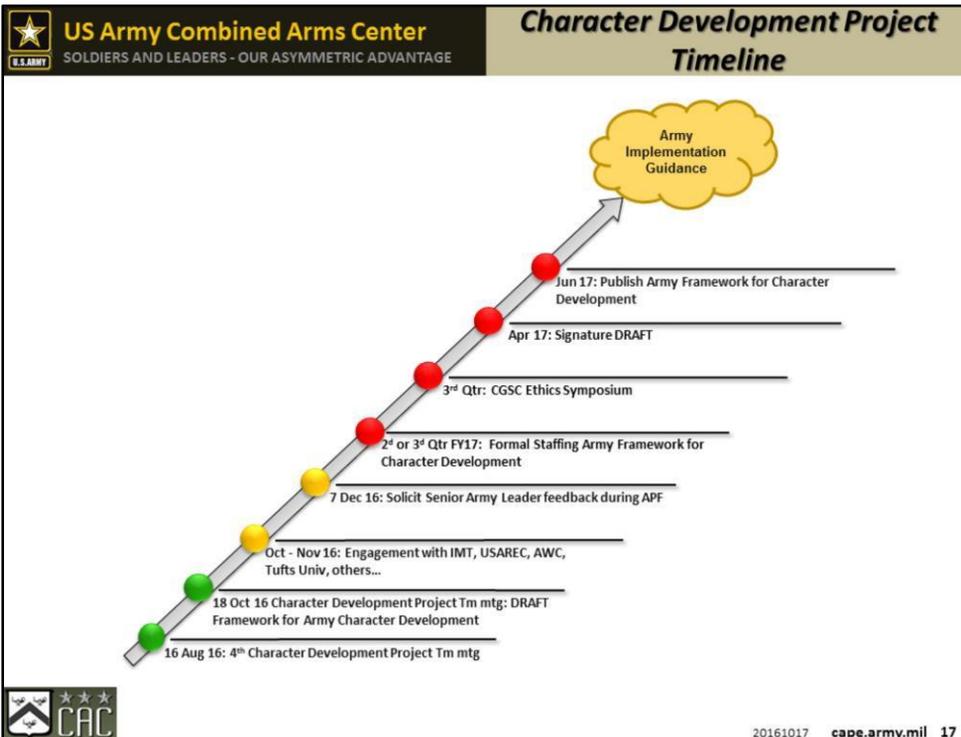
Army Profession, Army Ethic, Institutional and Operational Army ↔ Army Culture of Trust
 Leader Development (Education, Training, Operational Experience)
 Mission Command: Mutual Trust & Cohesive Teamwork (Ethical Command Climate)
 Leader-Follower (Instructor-Student): Transformational Leadership (Coaching, Counseling, Mentoring)
 Transformational Leadership

Content Outline: 19 Aug
 Sentence Outline: 15 Sep
 Paragraph Outline: 30 Sep
 Rough Draft: 15 Oct (Internal)
 Author’s Draft: 1 Dec
 Initial Draft: 30 Jan
 Final Draft: 15 Mar
 Signature Draft: 15 Apr
 Final Product: 14 Jun
 Implementation Directive, TBD

Timeline -
 - v1 (approval Dir, CAPE – 15 Oct)
 - v3 (approval CD Project Team – 1 Dec)
 - v5 (Army-wide staffing – 30 Jan)
 - v7 (Army-wide staffing – 15 Mar)
 - v9 (HQDA Form 5, GO 15 Apr)
 - Finalize – CAC/TRACOC CG/CSA approval 14 June

PME – Professional Military Education
 CES – Civilian Education System
 ADM – Military Design Methodology (ADRP 5-0)
 MDMP - Military Decision-making Process (FM 6-0)
 TLP – Troop Leading Procedures (FM 6-0)
 MPS – Military Problem Solving (FM 6-0)
 AAR – After Action Review (ADRP 6-0)







US Army Combined Arms Center
SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE

Next Meeting

24 January 2017
1500 – 1630 EST

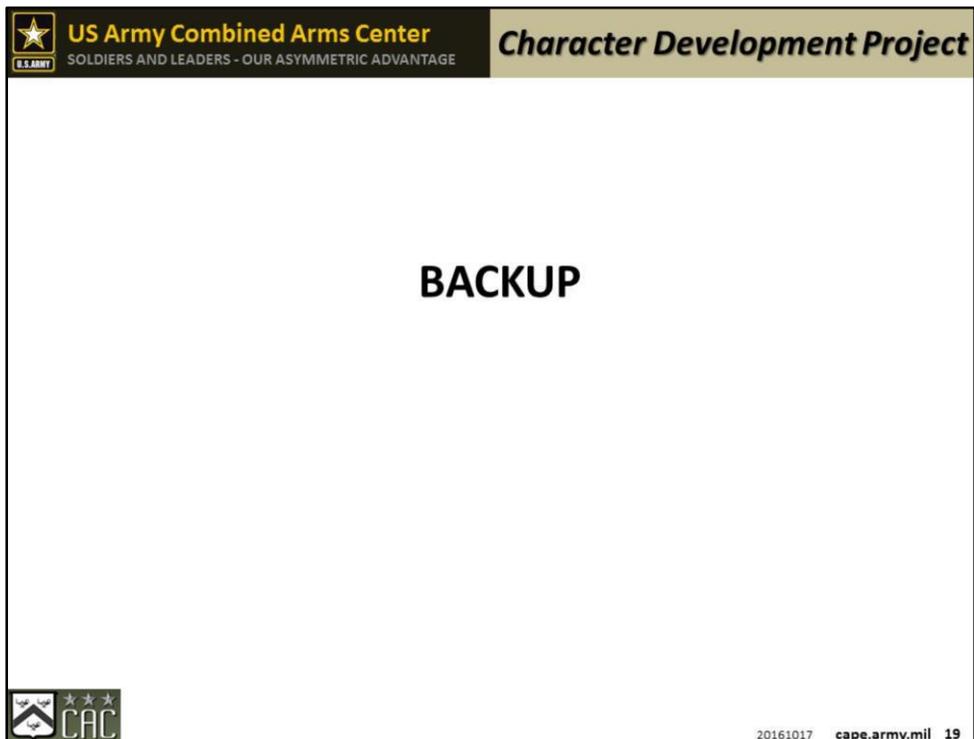


20161017 cape.army.mil 18

Focus Quote for the Day

Character is the foundation of trust and trust is the foundation of effective leadership.
- [Vice Chief of Staff of the Army Gen. Daniel B. Allyn](#), emphasizing the importance of building and integrating character in daily living will help young leaders to win in an increasingly complex world, at the ninth annual West Point Leadership and Ethics Conference, held earlier in the year, at the George Mason University, Arlington, Virginia.

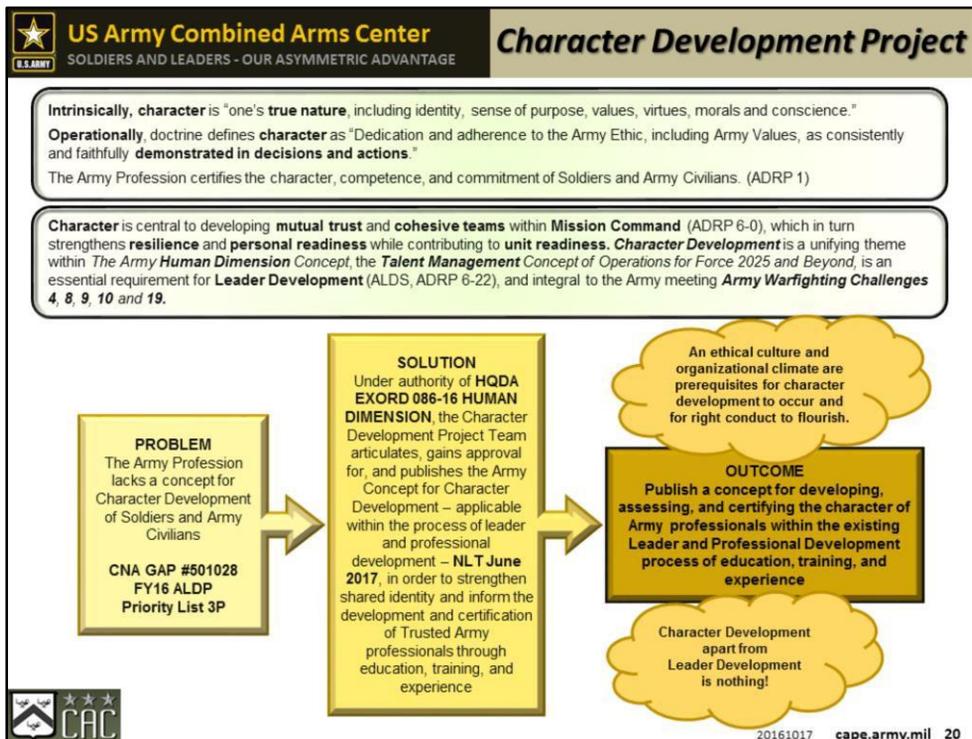
['You can't surge character'](#)



Focus Quote for the Day

Character is the foundation of trust and trust is the foundation of effective leadership.
- [Vice Chief of Staff of the Army Gen. Daniel B. Allyn](#), emphasizing the importance of building and integrating character in daily living will help young leaders to win in an increasingly complex world, at the ninth annual West Point Leadership and Ethics Conference, held earlier in the year, at the George Mason University, Arlington, Virginia.

['You can't surge character'](#)



Problem: 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.
(CNA GAP #501028)

Mission: The Character Development Project Team articulates and gains APLDF approval for and publishes the Army Concept for Character Development -- applicable for all Soldiers and Army Civilians, 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.
(Army White Paper: Developing the Character of Trusted Army Professionals, Forging the Way Ahead, 19 April 2016)

Endstate: Publish a concept* for developing, assessing, and certifying the character of Army professionals within the existing Leader and Professional Development process of education, training, and experience
(Army White Paper, 19 April 2016)

*TRADOC CG Approved White Paper for Character Development

The Character Development Initiative (I-14-007) within APLDF is an Approved Initiative of the TRADOC Commander, APL 3P, FY16.

The Character Development Project will proceed under the authority of HQDA EXORD 086-16 HUMAN DIMENSION.



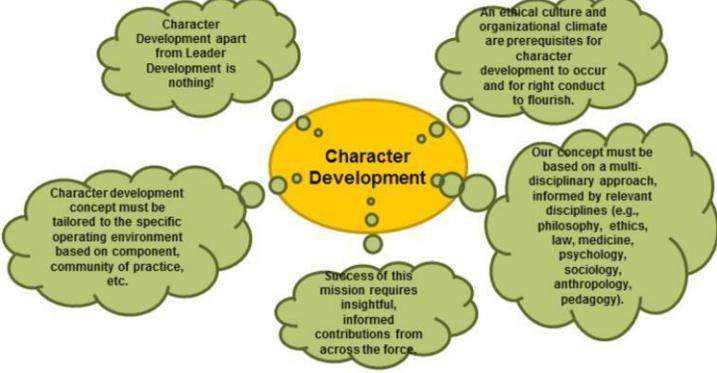
US Army Combined Arms Center
SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE

**First the Army Ethic,
Now Character Development**

Intrinsically, character is "one's **true nature**, including identity, sense of purpose, values, virtues, morals and conscience."

Operationally, character is "Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully **demonstrated in decisions and actions.**"

Character is central to developing **mutual trust** and **cohesive teams** within **Mission Command**. It also strengthens **resilience** and **personal readiness** while contributing to **unit readiness**.
It allows us to **Win the Right Way!**



The diagram features a central yellow circle labeled "Character Development". Five green thought bubbles are connected to it:

- Top-left: "Character Development apart from Leader Development is nothing!"
- Top-right: "An ethical culture and organizational climate are prerequisites for character development to occur and for right conduct to flourish."
- Right: "Our concept must be based on a multi-disciplinary approach, informed by relevant disciplines (e.g., philosophy, ethics, law, medicine, psychology, sociology, anthropology, pedagogy)."
- Bottom: "Success of this mission requires insightful, informed contributions from across the force."
- Bottom-left: "Character development concept must be tailored to the specific operating environment based on component, community of practice, etc."



20161017 cape.army.mil 21

Culture of Trust (Army Profession & Army Ethic, Institutional & Operational Army)
 Leader Development (Education, Training, Operational Experience)
 Mission Command: Mutual Trust – Cohesive Teamwork (Ethical Climate)
 Leader-Subordinate (Instructor-Student) – Coaching, Counseling, Mentoring
 Assessment