



*“The Intellectual Center
of the Army”*



Character Development Project Team Meeting (Telecon)

21 JAN 2016





Introduction – Overview

Mission of the Character Development Project Team

Where We Have Been

Where We Are: Discussion

Literature Review

Professional Publications

Army Publications: “Character”

Previous Army Efforts: “Character Development”

White Paper (DRAFT), 8 January 2016

Activities & Project Timeline





Under the authority of HQDA EXORD 086-16 HUMAN DIMENSION (20151222), the “Character Development Project Team” articulates, gains 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.





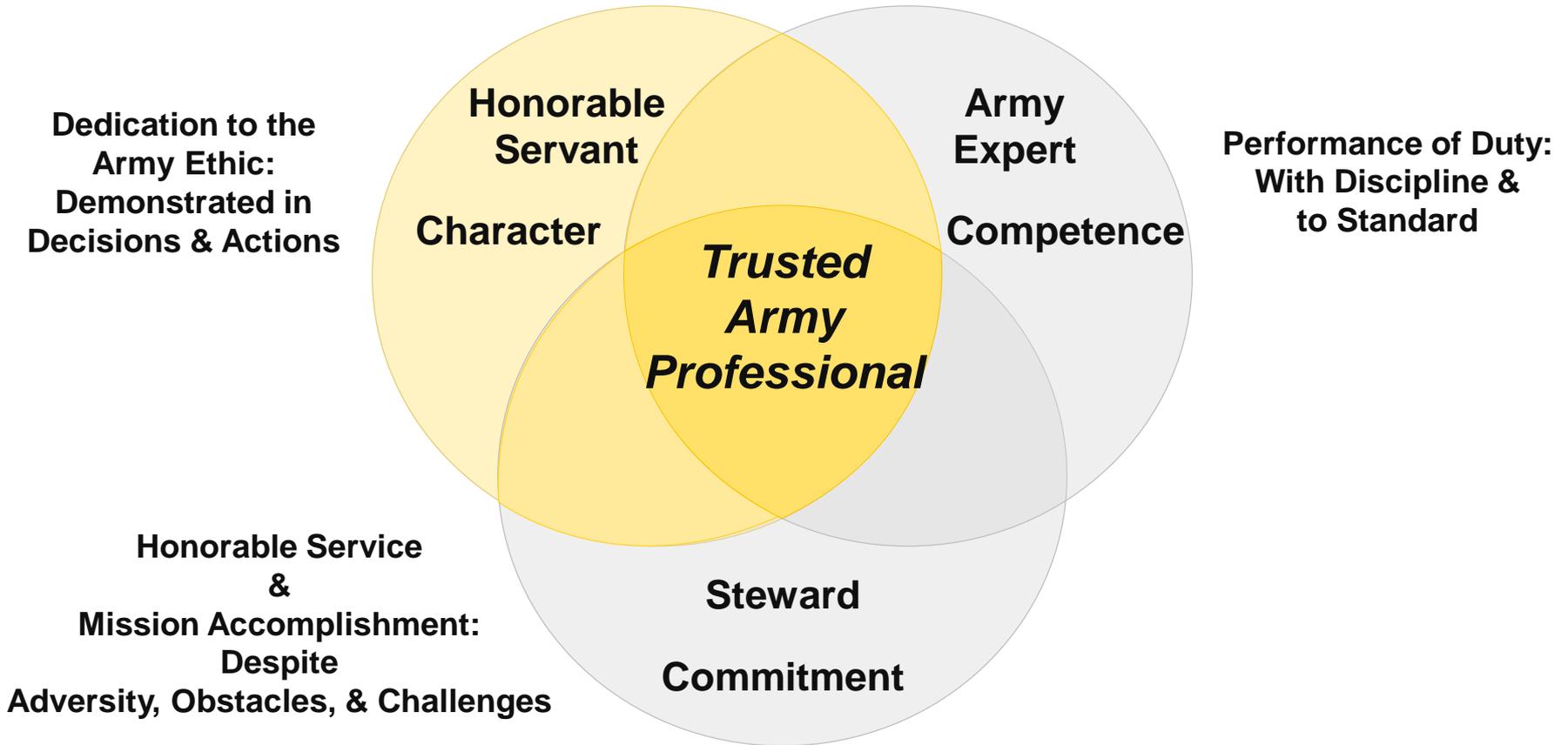
2011–2012	Army Profession Campaign
Sep 2012	ADP1, discusses the Army Profession
Jun 2013	ADRP 1, <i>The Army Profession</i> discusses the (framework) Army Ethic
Jul 2014	Army Ethic White Paper
Jun 2015	ADRP 1, includes the Army Ethic (Chapter 2)
Oct 2015	CSA approves Character Development as a priority initiative for FY16.
Dec 2015	HQDA EXORD 086-16 Human Dimension





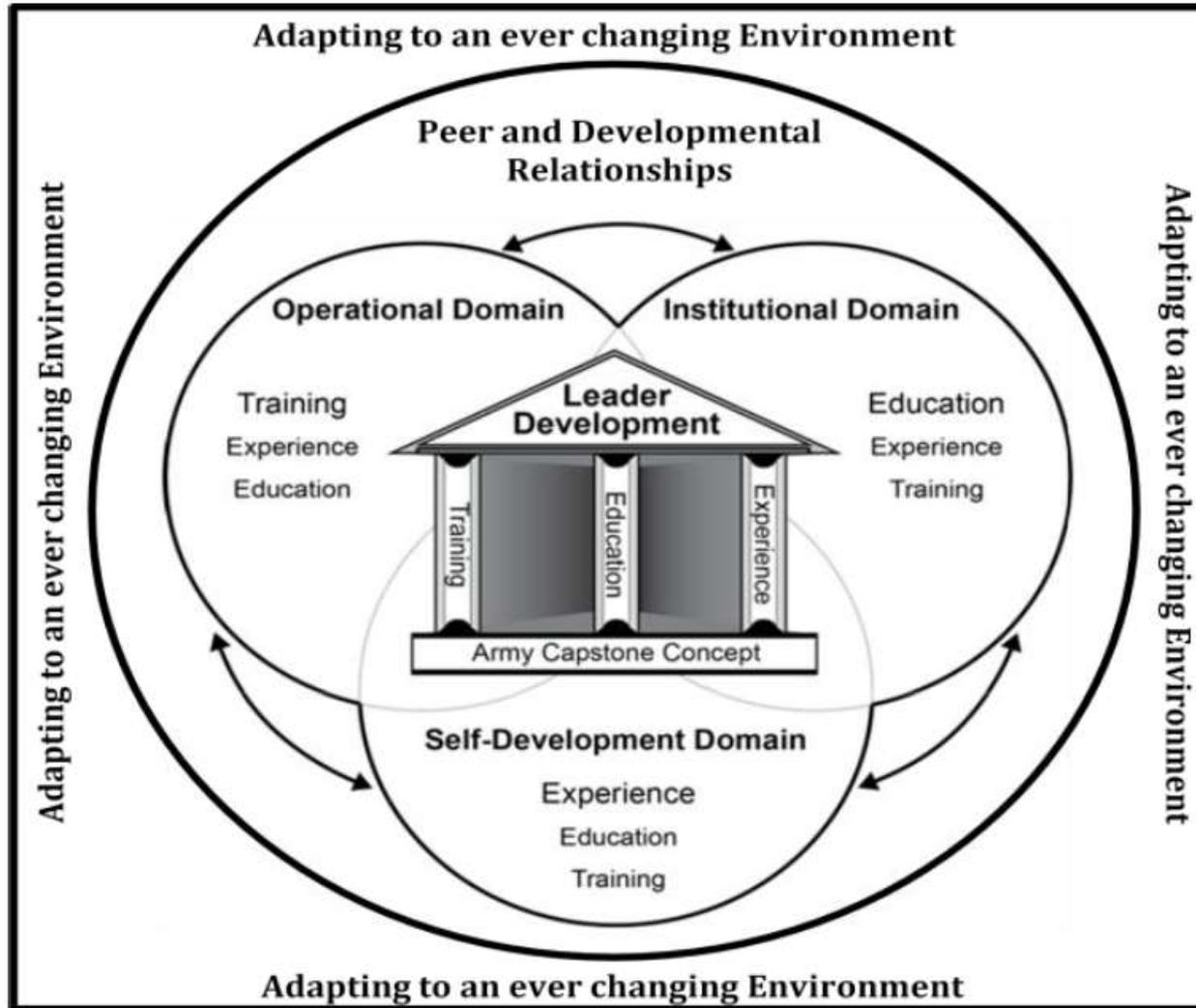
Trust: Essential for Mission Command

Mission Command
- Trusted Army Professionals -



Live by & Uphold the Army Ethic

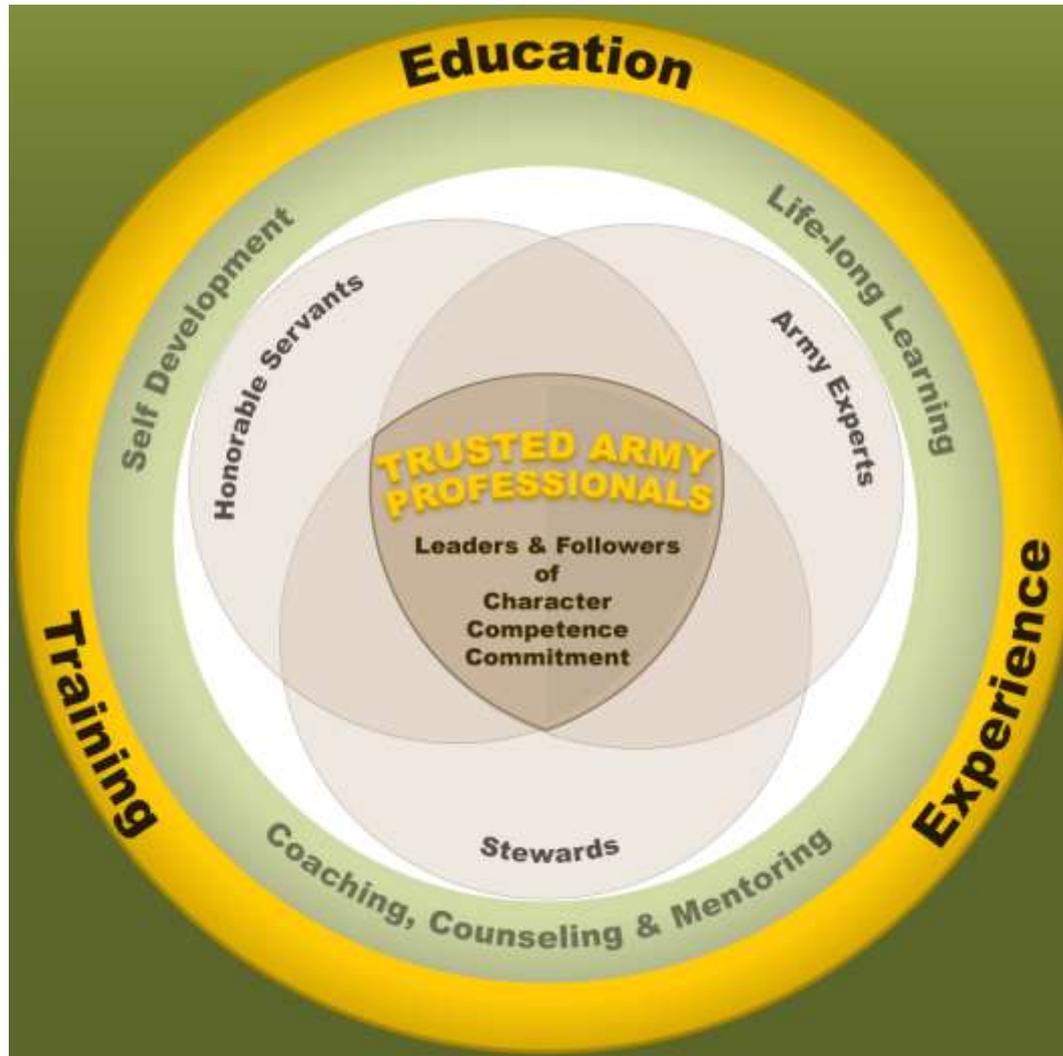




Army Leader Development Model

Army Leader Development Strategy 2013

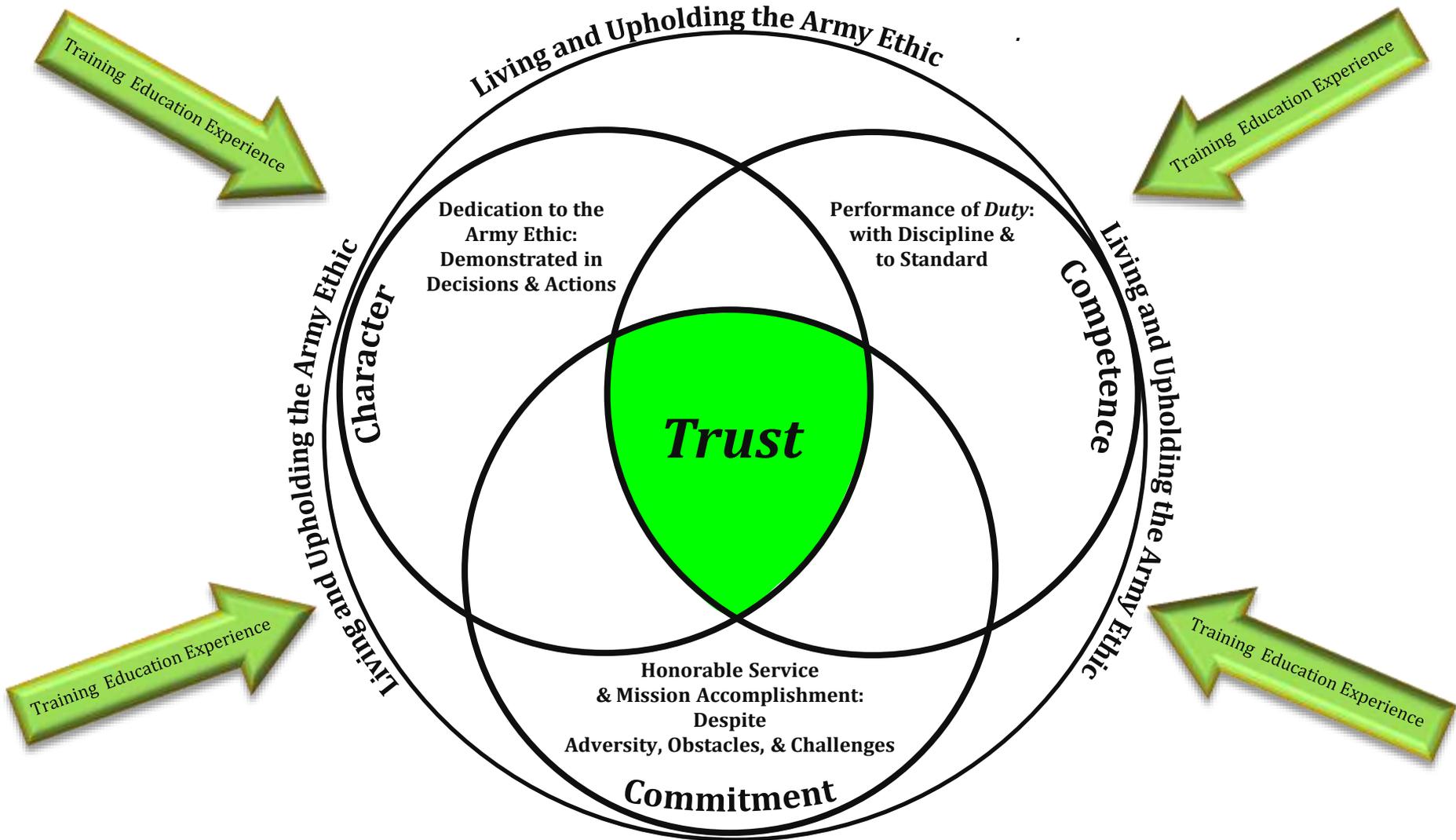




VISION: An Army of competent and committed leaders of character with the skills and attributes necessary to meet the challenges of the 21st Century.

– ALDS 2013





Mission Command & Leader Development depend on the
Character, Competence, Commitment

of Army Professionals in the performance of *Duty* and all aspects of life





Literature Review (Living Document)

Professional Publications

Army Publications Addressing “Character”

Past Army Efforts at Character Development

Army White Paper on Character Development (Draft)

Project Plan (In-process)

Requirements/Activity Analysis

Time Phasing

Assign Responsibilities



Purpose:

To summarize published research related to character development. The primary focus is a broad assessment of *how to develop* character – not only on *how character develops*. The Army Profession accepts the responsibility to develop and certify Soldiers and Army Civilians as “trusted Army professionals” of character, competence, and commitment (ADRP 1, 2015).

Framework:

Character is developed within the processes that prepare Army professionals to perform present and future duty with discipline and to standard - in concert with leader and professional development in competence and commitment. Army doctrine states that it is through simultaneous and consistent demonstration of these certification criteria (character, competence, and commitment) that we earn and strengthen mutual trust (ADRP 1, 2015).





Purpose:

To generate discussion and consensus on resolution of CNA GAP #501028:

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.

Foreword:

The importance of developing and strengthening the *character* of Soldiers and Army Civilians is widely recognized in American military history, discussed in professional journals, and has been cited in Army doctrine for generations. This tenet reflects our belief that trust is the foundation for success on every mission and in all relationships.





Introduction:

- Associates character development with the responsibility of Stewardship to strengthen the Army Profession, today and for the future.
- Explains that character development is inherent within leader and professional development, through education, training, and experience.
- States the goal: Explicit integration of character development within all activity contributing to the development of trusted Army professionals.
- Premise: Concept will be driven by the Army Ethic
- Intent: Reinforce external trust with the American people and mutual trust and cohesion within the Army Profession.





Background:

- Since its inception as the Continental Army, America's Soldiers and Army Civilians have known that the mission must be conducted "in the right way."
- United States Code Title 10, Section 3583, directs Commanding Officers and others in authority (by implication all Army leaders) to "show in themselves a good example of virtue, honor, patriotism, and subordination."
- The term *character* is addressed in many Army publications – all stress its importance – none provide guidance on how to develop it.
- "Character" is inherent: AOC, ALDS, HDS, Doctrine.
- CNA GAP #501028, 2015.
- Initiative 3P, I-14-007.
- Role of Army Ethic





The consequences for failure to deliberately develop character [Failure to accomplish the mission]:

- Permits leader and professional development of Soldiers and Army Civilians to proceed without explicit, coordinated focus on character -- in concert with competence and commitment;
- Accepts unsynchronized, arbitrary descriptors for desired qualities of character in Soldiers and Army Civilians;
- Continues undisciplined ways and means of assessing the success of Army efforts to develop character within education, training, and experience;
- Defers to legalistic, rules-based, and consequentialist reasoning in adjudging the propriety of decisions and actions; and
- Undermines promulgation of the Army Profession and Army Ethic through explicit integration of Character Development in the institutional, operational, and self-development domains; thus increasing the likelihood of misconduct, indiscipline, and unethical decisions and actions.





DISCUSSION: Character Development:

- Enhances the Military Expertise of the Army Profession; specifically in the “moral-ethical” and “leader-human development” fields;
- Is necessary to:
 - implement the philosophy and doctrine of mission command,
 - execute the Human Dimension and Leader Development Strategies,
 - address the Army Warfighting Challenges, and
 - enact the Army Operating Concept.
- Must be applicable and adaptable to all components and both communities of practice;
- Requires action at the level of the profession and the institutional and operational Army;
- Relies on unit and organizational leaders to set the example and establish a professional climate consistent with the Army Ethic

Thus, the Army concept for character development cannot be a separate endeavor but must be endemic within the process that develops competence and commitment. Application of the concept will be adapted to the separate operating environments of each component and community of practice.





Assumptions:

- Character is developed through education, training, and experience; and it is strengthened and assessed through coaching, counseling, and mentoring;
- Character development must be integrated within leader and human dimension strategy, programs, and doctrine;
- Our concept must be based on a multi-disciplinary approach, informed by relevant disciplines (e.g., philosophy, ethics, law, medicine, psychology, sociology, anthropology, pedagogy);
- Application of our character development concept must be tailored to the specific operating environment based on component, community of practice, career management field, level of responsibility, etc.; and
- Success of this mission requires insightful, informed contribution from across the force.





Facts bearing on mission accomplishment:

- The Human Dimension Concept (TP 525-3-7, 2014) recognizes the need for character in Army professionals to be deliberately developed throughout an Army career; this theme is affirmed in the Human Dimension Strategy (HDS, 2015).
- The Army Leader Development Strategy 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).
- By doctrine, the Army Ethic should guide the decisions and actions of trusted Army professionals (ADRP 1, 2015).
- Doctrine states that mutual trust and cohesive teamwork are essential to accomplish the mission (ADRP 6-0, 2012); and is gained through consistent demonstration of character, competence, and commitment (ADRP 1, 2015).
- Army leadership doctrine states that character development is a process involving ... education, training, experience, self-development, coaching, counseling, and mentoring (ADP/ADRP 6-22, 2012; FM 6-22, 2015).
- 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, 2012).
- Leaders of character develop through continual study, reflection, experience, and feedback (ADRP 6-22, 2012).





1 of 2

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

- 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).

- Identify both enablers and obstacles at the level of the Army Profession and the Institutional and Operational Army.
- 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.





2 of 2

- 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.

- Determine how the Army Ethic drives Character Development.
- Identify reliable and valid means of assessing character development
 - at the level of the profession/institution;
 - for the individual within the team.
- Identify gaps in Army knowledge for future research.





- **END STATE:**

- Redresses a gap in our ability to develop and assess character, providing an accessible, accepted, comprehensive, and adaptable concept to achieve these ends.
- Is implemented in a disciplined, intentional manner within on-going efforts to develop competence and commitment.
- The Army Profession, institutional and operational Army, and all trusted Army professionals continuously strengthen character, competence, and commitment.

- **CLOSING:**

- Gaining consensus on how the Army should integrate efforts to strengthen character within education, training, and experience is a CSA priority (APL FY16, 2015).
- Success contributes to:
- integration of character development within the human dimension and leader development strategies; talent and personnel management policy and practice; execution of mission command under its operating principles; and reinforcing mutual trust within the Army and with the American people.

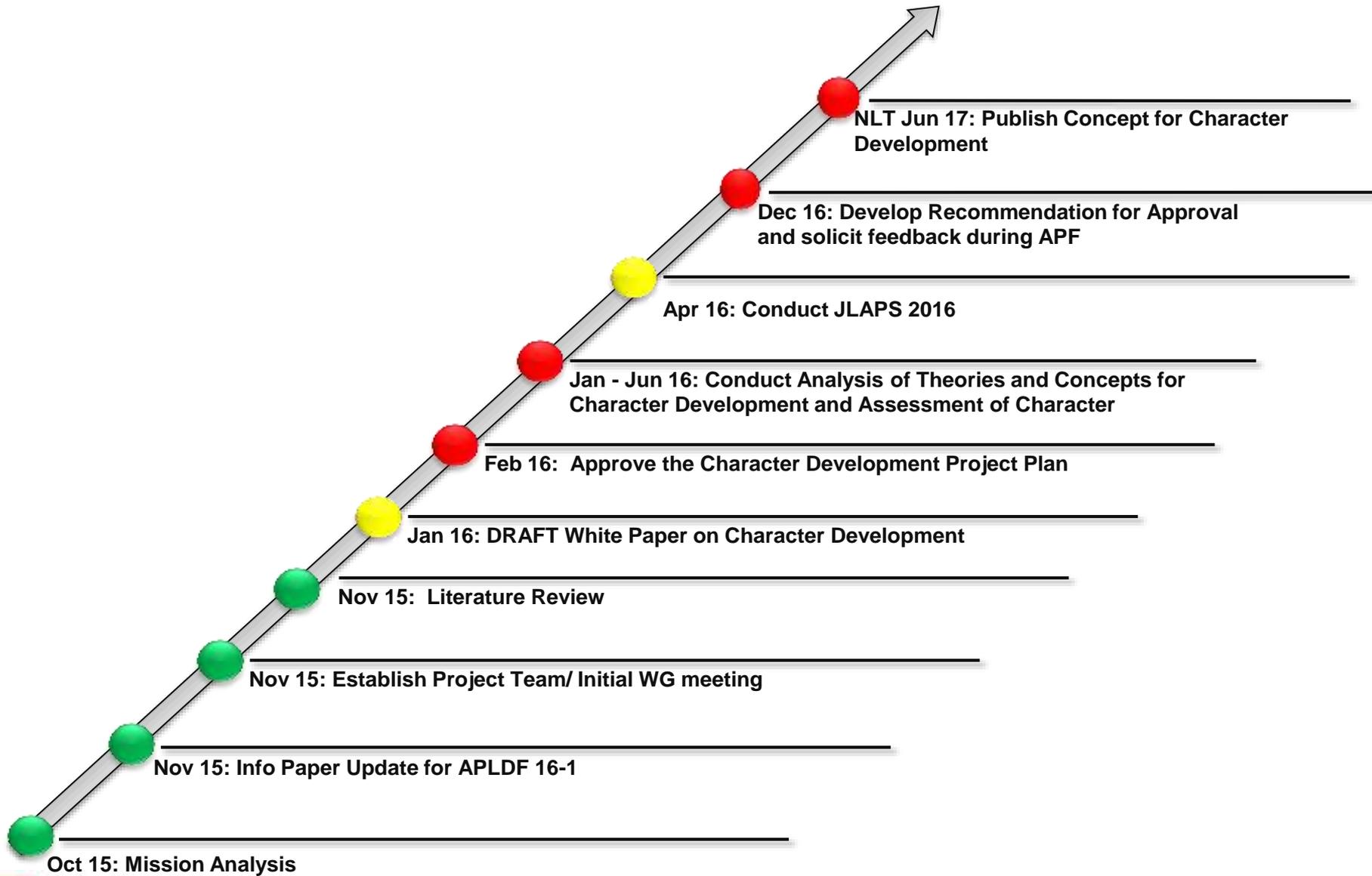
This mission requires our collective wisdom and judgment.





Activity Set

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





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

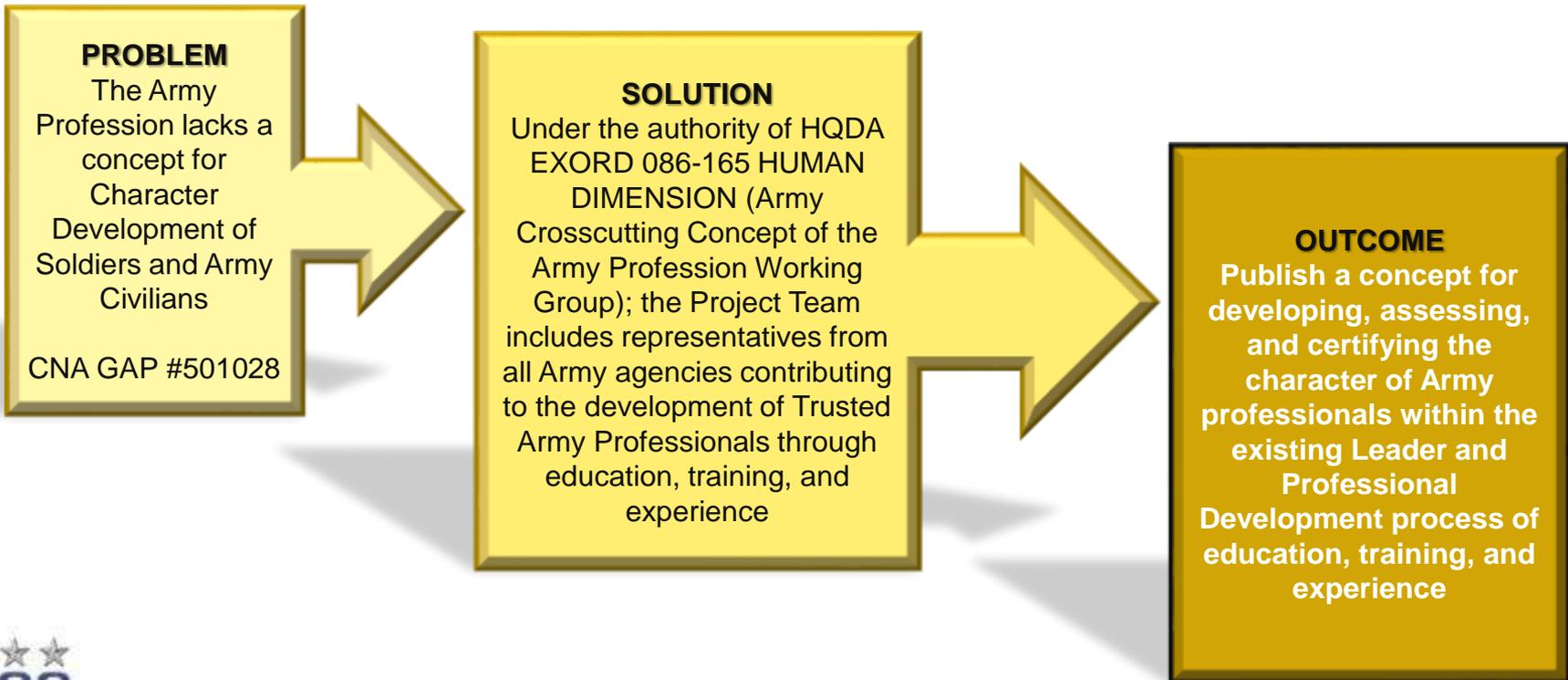
We want leaders that are tough, resilient, that can think and out-fight and out-smart the enemy. We want them to be adaptive and agile and flexible. And we want them not only competent, but we want leaders of character.

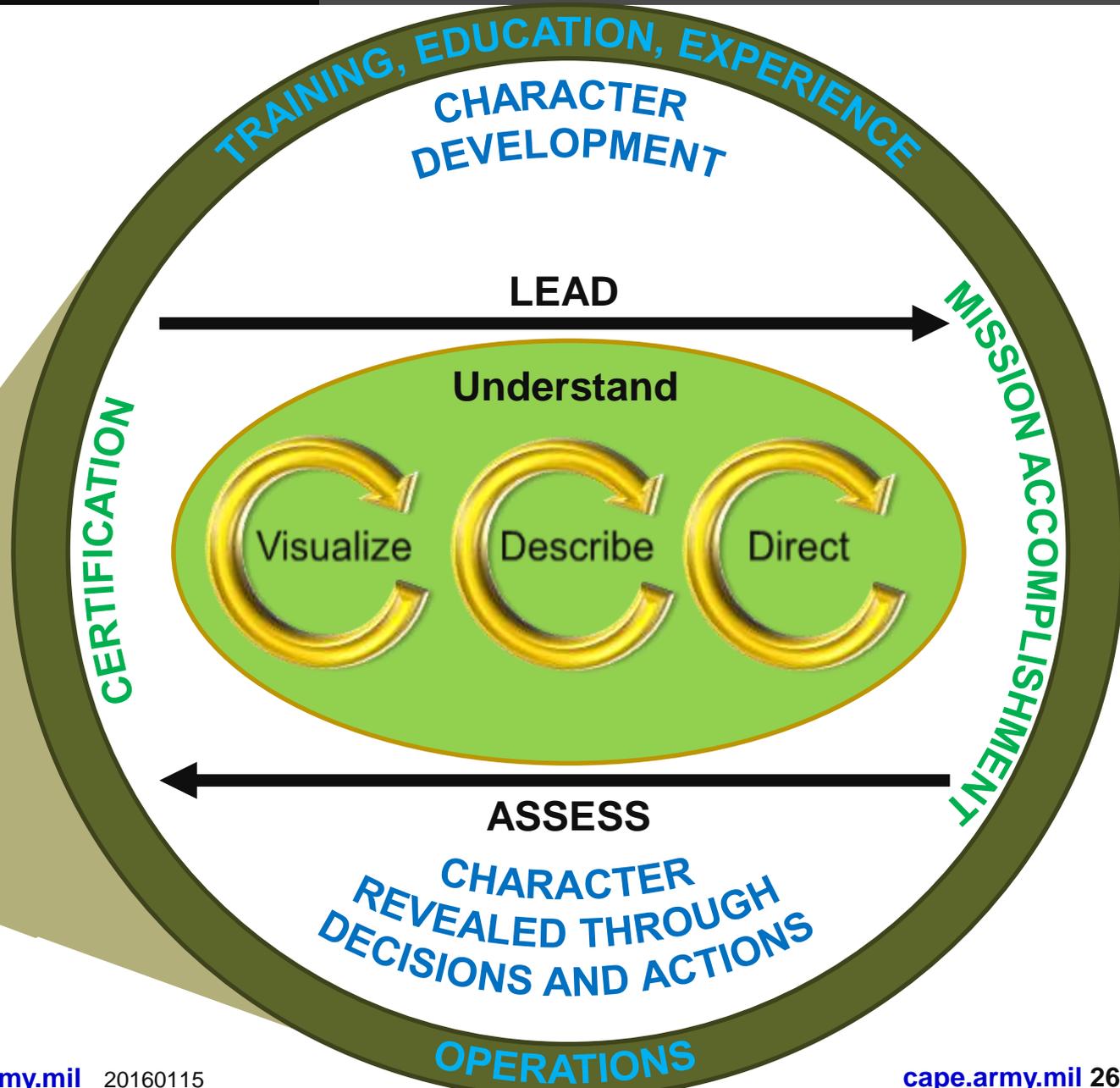
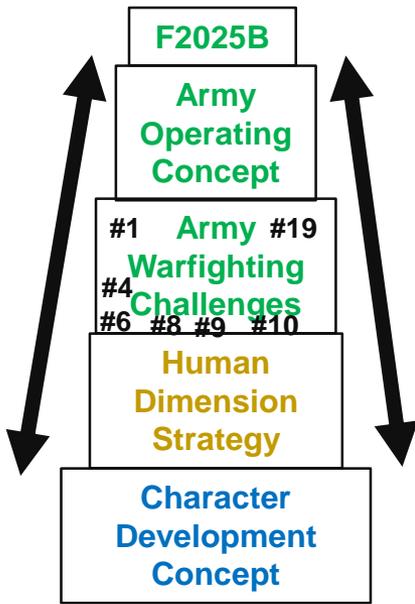
GEN Mark A Milley, CSA



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)

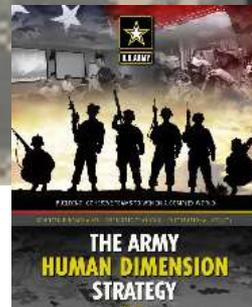
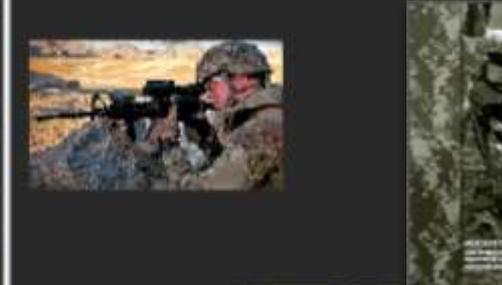
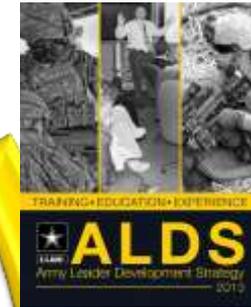
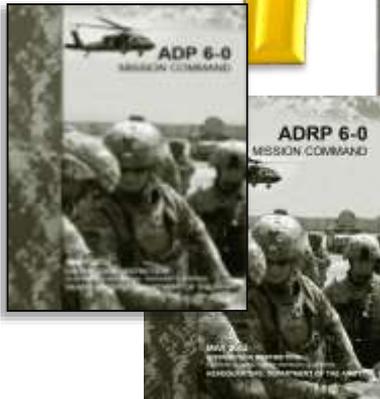
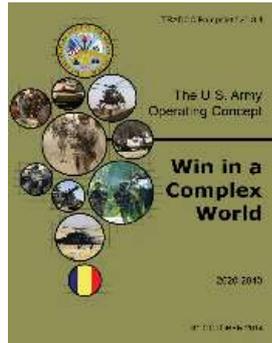
Character is central to mutual trust within Mission Command (ADRP 6-0); *Character Development* is a unifying theme within *The Army Human Dimension Concept* (TP 525-3-7, 2014); the *Talent Management Concept of Operations for Force 2025 and Beyond*; *Army Warfighting Challenges*; and the Army Profession 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





ADP 1
The Army



ADRP 1
The Army Profession



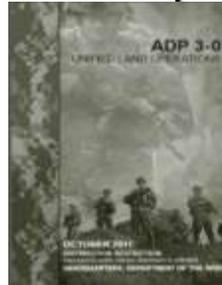
ADP 6-22
Army Leadership



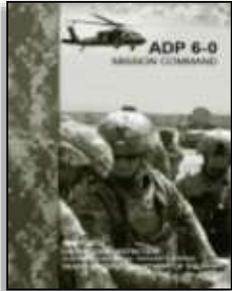
OUTCOME
Ethical Application of Landpower

TRUST – THE BEDROCK OF OUR PROFESSION

ADP 3-0
Unified Land Operation



ADP 6-0
Mission Command



The **Army Profession** develops leaders who exercise **Mission Command** while conducting unified land operations in service of 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 EXORD 086-16 - Human Dimension and TRADOC ORDER TBP, 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.





- 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).



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 – 3P, 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

AR 600-100 *Army Leadership*, 2007 (2016 TBP)

HQDA EXORD 086-16 HUMAN DIMENSION, The Army Profession – Cross-cutting concept; TRADOC ORDER (TBP)

