OVERVIEW:

1. What is this White Paper's Topic?

    The Army Concept for Character Development

2. Why are you creating this White Paper?

    To generate discussion, seeking consensus regarding CNA GAP #501028 regarding the development and assessment of character for Soldiers and Army Civilians.

3. How will readers benefit from the White Paper?

    Gain situational understanding of the nature of the GAP, the mission of the Character Development Project Team, the path forward, and the desired "end-state."

4. Why is this White Paper Relevant?

    It identifies the nature of a CNA GAP and describes what must be done to redress the problem.

5. Why does this problem exist?

    The Army has permitted character development to be "assumed" within leader and professional development.

6. What are the risks for not solving the problem?

    - 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.

7. What is the solution?

    Under the authority of HQDA EXORD 086-16 Human Dimension, 22 Dec 2015, CAPE leads an Army Concept for Character Development Project to design, gain approval for, and publish an accessible, adaptable, and effective approach for the Army to develop and access character development for all Soldiers and Army Civilians.

8. What are the benefits of solving the problem?

    - Strengthens character of trusted Army professionals;
    - Reinforces mutual trust and cohesive teamwork within Army units and families;
    - Mitigates risks;
    - Develops character through supporting practices within the Institutional and Operational Army;

- Integrates character development within "Talent and Personnel Management" (i.e., recruiting and accessions; assignments to training, education, and operations; and transition); and
- Embeds character development within the Army Operating Concept, Human Dimension Strategy, Army Leader Development Strategy, and Mission Command.

9. Is there a specific solution recommended? Not at this time. The Character Development Working Group will develop specific solutions for Character Development.

10. What are Army professionals expected to do?

This mission requires our collective wisdom and judgment as we seek to develop character in Army professionals, strengthening trust with the American people, and reinforcing mutual trust and cohesive teamwork within Army culture.