



DEPARTMENT OF THE ARMY  
CENTER FOR THE ARMY PROFESSION AND ETHIC  
BUILDING 621, WILSON ROAD  
WEST POINT, NEW YORK 10996

REPLY TO  
ATTENTION OF

ATZL-MCE

22 June 2016

MEMORANDUM FOR RECORD

SUBJECT: The Army Character Development Project Team, 3<sup>rd</sup> Meeting (Telecon), 16 June 2016 (1500-1630 EST)

1. References.

- a. MEMO (ATLZ-MCV-L), SUBJ: Fiscal Year 16 Army Leader Development Program Priority List (APL), dated 9 Sep 2015.
- b. HQDA EXORD 086-16 HUMAN DIMENSION, DTG: 221755Z Dec 15.
- c. White Paper, 19 Apr 2016.\*
- d. Junior Leader Army Profession Symposium (JLAPS) Summary, 16 May 2016.\*
- e. Mission Analysis, Character Development Project, as of: 10 Jun 2016.\*
- f. Literature Review (with Addenda/Papers), as of: 16 Jun 2016.\*
- g. Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 2016, enclosed)\*

\* These documents are available at: <http://cape.army.mil/character-development-project/>

2. Purpose. To summarize discussions during the subject meeting, focusing on update of the current situation, including: the Army White Paper, "Developing the Character of Army Professionals, *Forging the Way Ahead*"; the "Essential Tasks" from the Mission Analysis; the findings and recommendations from the Junior Leader Army Profession Symposium (JLAPS); and shaping the way ahead to project completion.

3. Background.

a. The Army Character Development Project specifically addresses Army Capability Needs Analysis 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

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uphold the Army Ethic.” It supports ALDP initiative I-14-007, approved as ALP Priority List Policy Priority 3, FY16, by the Chief of Staff of the Army, reference 1.a.

b. The mission of the Character Development Project Team is to design and articulate a concept for character development that is applicable for all Soldiers and Army Civilians, guiding the Army Profession and the institutional and operational Army. The Project Team includes all member organizations of the Army Profession and Leader Development Forum, along with outreach to appropriate DoD and non-DoD subject-matter experts (SMEs), and operates under the authority of reference 1.b.

c. The Army Character Development Project supports the Army Operating Concept (TP-525-3-1) and the Human Dimension and Army Leader Development Strategies. The final product of this project is envisioned to be a CG TRADOC-signed White Paper that articulates an accessible, accepted, comprehensive, and adaptable concept for developing the character of Army professionals within the process of leader development. See references 1.c. and 1.e.

#### 4. Discussion.

a. The meeting agenda and supporting read-ahead materials note that, since the last meeting, 21 January 2016, CAPE conducted the Junior Leader Army Profession Symposium (JLAPS) at Joint Base Lewis/McChord, distributed the signed Army White Paper discussing the Character Development Project, and engaged with CGSC students and USMA cadets whose research papers addressed Character Development. See references 1.c., 1.d., 1.f. and 1.g.

b. Literature Review: This document continues to be revised and updated as additional information is discovered and the project team addresses the Essential Tasks. The Literature Review includes these topics of interest:

(1) Publications on the theory and practice of character development and its relationship with identity, personality, and virtue ethics.

(2) Military publications that include discussion of character or character development.

(3) Previous efforts adopted by the Army since World War II to provide for Character Development.

(4) Procedures adopted by the Army to assess the state of the ethical command climate.

c. Essential Tasks and assignment of responsibilities: For the purpose of this mission, CAPE assumes responsibility as the *lead* organization for each Essential Task. The organizations designated as *assist* provide direct support and contribute to gathering

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and reporting information. Volunteer SMEs will *support* through contribution of their expertise, respond to requests for information, and review products. Present alignment of Essential Tasks within CAPE, assisting organizations, and SMEs is:

(1) Determine how the relevant literature informs Character Development – an ongoing process. CAPE (Research & Assessment) *lead*; ARI *assist*; Tufts University Study Team *support*.

(2) Identify and include those relevant scientific disciplines whose theory and practice address character and character development (e.g., psychology, sociology, pedagogy, philosophy, anthropology, etc). CAPE (Deputy Director) *lead*; USMA CFE *assist*; Tufts University Study Team *support*.

(3) Identify and gain consensus for an Army Profession lexicon regarding character and character development. CAPE (Deputy Director) *lead*; USMA-SCPME *assist*; Designated SME *support*.

(4) Understand relationships among “character, identity, personality, values, virtues, morals (conscience), etc.” CAPE (Research & Assessment) *lead*; CAL *assist*; Tufts University Study Team *support*.

(5) Understand the effects of resilience and social-emotional intelligence as they relate to character and character development. CAPE (Operations) *lead*; HQDA G-1 ARD *assist*; Baylor University *support*.

(6) Identify and determine the effects of factors external to the Army on character development (e.g., religion, family, socio-economic status, etc.). CAPE (Operations) *lead*; HQDA G-1 ARD *assist*; University of Missouri–St. Louis *support*.

(7) Identify and determine the effects of factors internal to the Army on character development (e.g., esprit de corps, culture of trust, organizational climate). CAPE (Research & Assessment) *lead*; CAL *assist*; Retiree Advisory Network (RAN) *support*.

(8) Identify both enablers and obstacles affecting character development within the:

(a) Institutional Army. CAPE (Training & Education) *lead*; Army University *assist*; Proponent COE’s, IMCOM, MEDCOM, RAN, Designated SME *support*

(b) Operational Army. CAPE (Operations) *lead*; Maneuver Center of Excellence (MCoE) *assist*; Proponent COEs, IMCOM, MEDCOM, RAN, Designated SME *support*.

(9) Determine what must be done to positively influence character development within the:

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(a) Institutional Army (e.g., policies, programs, procedures). CAPE (Training & Education) *lead*; Army University *assist*; Proponent COEs, IMCOM, MEDCOM, RAN, SUNY Cortland *support*.

(b) Operational levels of the Army (e.g., unit training, garrison activities, etc.). CAPE (Operations) *lead*; MCoE *assist*; Proponent COEs, IMCOM, MEDCOM, RAN, Designated SME *support*.

(10) Define the role for senior stewards (leaders) in supporting Character Development. CAPE (Deputy Director) *lead*; Army War College *assist*; RAN *support*.

(11) Determine what activity must take place at the level of the individual within the team (e.g., leadership, coaching, counseling, mentoring, self-development). CAPE (Deputy Director) *lead*; USMA-SCPME *assist*; Tufts University Study Team *support*.

(12) Determine if service learning and community support activities have beneficial effects on character development. CAPE (Research & Assessment) *lead*; Army Community Service *assist*; Case Western Reserve University *support*.

(13) Determine how the Army Ethic drives Character Development. CAPE (Deputy Director) *lead*; USMA-SCPME *assist*; Designated SME *support*.

(14) Identify reliable and valid means of assessing character development at the level of the:

(a) Army Profession. CAPE (Research & Assessment) *lead*; ARI *assist*; Tufts University Study Team *support*.

(b) Institutional Army. CAPE (Research & Assessment) *lead*; TRADOC (TRAC) *assist*; RAN *support*.

(c) Operational Army. CAPE (Research & Assessment) *lead*; Combat Training Center Directorate *assist*; RAN *support*.

(d) Individual within the team. CAPE (Research & Assessment) *lead*; O/DUSA (RFL) *assist*; Tufts University Study Team *support*.

(15) Identify gaps in Army knowledge for future research. CAPE (Deputy Director) *lead*; USMA-SCPME *assist*; University of Missouri–St. Louis *support*.

d. The Junior Leader Army Profession Symposium (JLAPS) Summary: CAPE, in collaboration with I Corps, conducted JLAPS 2016 at Joint Base Lewis/McChord on 13-14 April 2016. The purpose of JLAPS was to solicit the perspective of junior Army leaders regarding character development within leader development, at their level of education, training, and operations. See reference 1.d.

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(1) The symposium addressed three themes:

(a) What enablers and obstacles exist in Army training, education, or operations that positively or adversely affected the development of character or strengthened or weakened identity as a trusted Army professional?

(b) What should the Army do within training, education, and operations to strengthen character development at the tactical level?

(c) What must be done at the unit/organizational level to ensure that climate supports character development?

(2) JLAPS Findings. Junior Army Leaders affirmed the importance of character in reinforcing mutual trust in cohesive teams. They believe that character is developed through caring leadership within an ethical command and organization climate, and that senior Army leaders are expected to set the conditions that foster the necessary Army culture of trust.

(3) JLAPS Recommendations.

(a) Encourage accurate reporting – supporting situational understanding and mutual trust.

(b) Provide Army acculturation for Soldiers and Army Civilians – Recruiting, IET, PME/CES, initial assignment – reinforce at each level of responsibility (career-long).

(c) Establish clear mission priorities and permit junior leaders to plan for implementation (honor the training schedule).

(d) Develop a command and organization assessment that captures the state of the ethical climate. Ask: “Do we live by and uphold ethical principles?”

(e) Establish a “probationary” period for all Soldiers – similar to Army Civilian Corps.

(f) Leaders must conduct scheduled Professional Development sessions (this responsibility cannot be delegated) with coaching, counseling, and mentoring.

(g) Ethical reasoning must be integrated in all decision-making, planning, actions, and AARs.

(h) Adopt the professional development methodology in the Warrant Officer Leader Development Strategy 2025 (e.g., WO Mentoring Program; 360 Evaluations; coaching, counseling, mentoring, and selections).

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(i) Tie unit training requirements to mission (allow flexibility on AR 350-1); establish realistic reporting standards (character cannot thrive in an unethical climate); the training schedule is a contract, honor it (changes cause frustration – breach of trust).

(j) Commanders and organization leaders must establish policies and practices that are consistent with the Army Ethic (failure to do so promotes unethical conduct).

e. Summary of Project Team Discussions.

(1) Some organizations (e.g., MCoE) are well-placed to link current initiatives with new concepts of Character Development and implement them to determine what works and identify best practices. Their initiatives fully support the CD Project and completion of the Essential Tasks.

(2) The Literature Review must include current Army efforts to assess ethical command climate, including Command Climate Survey, Unit MSAF, and the Senior Leader assessment developed by CAL for the Joint Staff.

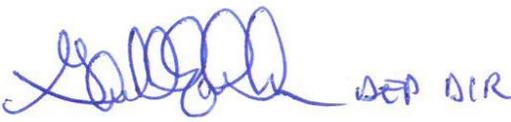
(3) The effort to strengthen shared identity and develop character must begin with recruiting and continue throughout a career and embrace the ideals of “Soldier for Life.”

(4) JLAPS participants’ observations and recommendations were well-received and regarded as positive and hopeful rather than negative and cynical.

5. Next Steps: CAPE will participate in the Captain Solarium at Ft. Leavenworth in July and lead in the effort to address the Essential Tasks. The next meeting for the Army-wide Project Team will be 15 August 2016.

6. POC: Mr. Patrick A Toffler, Contractor, ([patrick.toffler@usma.edu](mailto:patrick.toffler@usma.edu); 845-938-0825), Center for the Army Profession and Ethic (CAPE).

Encl

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JOHN A. VERMEESCH  
COL, IN  
Director, Center for the Army Profession  
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United States Army Combined Arms Center

Purpose – Provide an update to the Character Development Project Team, including current status, means to complete the project, and desired end state for implementation into the Leader Development System.

**MISSION COMMAND**

**The Center for the Army Profession and Ethic**  
**Character Development Project Team**  
**TELECON**  
**16 June 2016**

**CAPE**

This briefing is: **Unclassified**

 <b>AMERICA'S ARMY</b> OUR PROFESSION - LIVING THE ARMY ETHIC	<b>Outline</b>					
• Roll Call / Introduction						
• Character Development Project						
• Situation						
• Mission						
• Essential Tasks (CAPE Lead)						
• Timeline						
• Update: Junior Leader Army Profession Symposium (JLAPS)						
• Discussion						
• Closing						
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 <b>AMERICA'S ARMY</b> OUR PROFESSION - LIVING THE ARMY ETHIC	<b>Situation</b>
<p><u>Where we have been:</u></p> <p>2011–2012 Army Profession Campaign</p> <p>Sep 2012 ADP 1, <i>The Army</i>, includes the Army Profession (Chapter 2)</p> <p>Jun 2013 ADRP 1, <i>The Army Profession</i></p> <p>Jul 2014 Army Ethic White Paper</p> <p>Jun 2015 ADRP 1, includes the Army Ethic (Chapter 2)</p> <p>Oct 2015 CSA approves Character Development, Army Priority List #3P, FY16</p> <p>Nov 2015 Character Development Project Team</p> <p>Dec 2015 HQDA EXORD 086-16 Human Dimension</p> <p>April 2016 Character Development White Paper + JLAPS</p> <p>May 2016 CGSC Electives and MMAS Papers</p>	
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**AMERICA'S ARMY**  
OUR PROFESSION – LIVING THE ARMY ETHIC

# Character Development

**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 developing **mutual trust** and **cohesive teams** within **Mission Command** (ADRP 6-0), which in turn strengthens **resilience** and **personal readiness** while contributing to **unit readiness**. **Character Development** is a unifying theme within *The Army Human Dimension Concept*, the *Talent Management Concept of Operations for Force 2025 and Beyond*, is an essential requirement for **Leader Development** (ALDS, ADRP 6-22), and integral to the Army meeting *Army Warfighting Challenges 4, 8, 9, 10 and 19*.

**PROBLEM**

The Army Profession lacks a concept for Character Development of Soldiers and Army Civilians

**CNA GAP #501028**  
FY16 ALDP  
Priority List 3P

➔

**SOLUTION**

Under authority of HQDA EXORD 086-16 HUMAN DIMENSION, 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 development and certification of Trusted Army professionals through education, training, and experience

➔

**OUTCOME**

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

An ethical culture and organizational climate are prerequisites for character development to occur and for right conduct to flourish.

Character Development apart from Leader Development is nothing!



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 <b>AMERICA'S ARMY</b> OUR PROFESSION – LIVING THE ARMY ETHIC	<b>Character Development</b>
<p><b>Problem:</b> 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)</p>	
<p><b>Mission:</b> 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)</p>	
<p><b>Endstate:</b> 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)</p> <p>*TRADOC CG Approved White Paper for Character Development</p>	
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 <b>AMERICA'S ARMY</b> OUR PROFESSION - LIVING THE ARMY ETHIC	<b>CD Project Plan- Moving Forward</b>
<p>CAPE: Is the lead for all Essential Tasks; selected agencies requested to assist; volunteer SMEs provide support.</p>	
<p>CAPE (Internal) Project Team:</p>	
<ul style="list-style-type: none"> <li>Individuals assigned for each task</li> <li>Liaison to all major organizations &amp; cohorts</li> <li>Frequent internal IPRs</li> </ul>	
<p>Monthly Army-wide CD Project Team Meetings</p>	
<p>Key Activities (Examples):</p>	
<ul style="list-style-type: none"> <li>Army White Paper on Character Development (April)</li> <li>Junior Leader Army Profession Seminar (April)</li> <li>CPT Solarium (July)</li> <li>Selected Focus Groups (e.g., <u>CGSC</u>, <u>AMSC</u>, <u>AWC</u>) (August-September)</li> <li>Cohort Engagement (e.g., NCO 2020, WO 2025) (On-going)</li> <li>Drill Sergeant School (TBD)</li> <li>Recruiting Command (TBD)</li> <li>Army University (Instructor Certification)</li> <li>Army Profession Forum (December)</li> <li>Unified Quest (December)</li> <li><u>JLAPS</u> (April)</li> <li><u>CGSC</u> (April)</li> <li>Mission Complete (June)</li> </ul>	
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ENCLOSURE: Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 2016)

 <b>AMERICA'S ARMY</b> <b>OUR PROFESSION – LIVING THE ARMY ETHIC</b>		<h1 style="color: yellow;">Essential Task List</h1>		
No.	Task	Lead-CAPE	Assist	Support
1	Determine how the relevant literature informs Character Development.	R&A	ARI	Tufts Univ.
2	Identify and include those relevant scientific disciplines whose theory and practice address character and character development (e.g., psychology, sociology, pedagogy, philosophy, anthropology, etc).	Dep Dir	USMA CFE	Tufts Univ.
3	Identify and gain consensus for an Army Profession lexicon regarding character and character development.	Dep Dir	USMA SCPME	SMEs
4	Understand relationships among "character, identity, personality, values, virtues, morals (conscience), etc."	R&A	CAL	Tufts Univ.
5	Understand the effects of resilience and social-emotional intelligence as they relate to character and character development.	OPS	HQDA G1 ARD	Baylor
6	Identify and determine the effects of factors external to the Army on character development (e.g., religion, family, socio-economic status, etc.).	OPS	HQDA G1 ARD	Univ of MO-St L
7	Identify and determine the effects of factors internal to the Army on character development (e.g., esprit de corps, culture of trust, organizational climate).	R&A	CAL	RAN
8	Identify both enablers and obstacles affecting character development within the:			
	8A Institutional Army:	T&E	AU	CoE's, IMCOM, MEDCOM, SMEs
	8B Operational Army	OPS	MCoE	CoE's, IMCOM, MEDCOM, SMEs
9	Determine what must be done to positively influence character development within the:			
	9A Institutional Army; (e.g., policies, programs, procedures)/	T&E	AU	CoE's, IMCOM, MEDCOM, SUNY Cort
	9B Operational levels of the Army (e.g., unit training, garrison activities, etc.).	OPS	MCoE	CoE's, IMCOM, MEDCOM, SMEs
10	Define the role for senior stewards (leaders) in supporting Character Development.	Dep Dir	AWC	RAN
11	Determine what activity must take place at the level of the individual within the team (e.g., leadership, coaching, counseling, mentoring, self-development).	Dep Dir	USMA SCPME	Tufts Univ.
12	Determine if service learning and community support activities have a beneficial effect on character development.	R&A	Big Army ACS	Case Western Res Univ.
13	Determine how the Army Ethic drives Character Development.	Dep Dir	USMA SCPME	SMEs
14	Identify reliable and valid means of assessing character development at the level of the:			
	14A Army Profession	R&A	ARI	Tufts Univ.
	14B Institutional Army	R&A	TRADOC (TRAC)	RAN
	14C Operational Army	R&A	CTCs	RAN
	14D Individual within the team	R&A	O/DUSA (RFL)	Tufts Univ.
15	Identify gaps in Army knowledge for future research.	Dep Dir	USMA SCPME	Univ of MO-St L

Acronyms: ACS = Army Community Service ARD = Army Resiliency Directorate AWC = Army War College BS&L = USMA Dept. Behavioral Sciences and Leadership CTE = USMA Center for Teaching Excellence DCA = USMA Directorate of Cadet Activities D/OUSA (RFL) = Department of the Under Secretary of the Army (Research Facilitation Lab) OPS = CAPE Operations RAN = Retiree Advisory Network R&A = CAPE Research and Assessment T&E = CAPE Training and Education SCMPE=USMA Simon Center for Professional Military Ethic TRAC = TRADOC Research Analysis Center

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 <b>AMERICA'S ARMY</b> OUR PROFESSION - LIVING THE ARMY ETHIC		<b>CAPE POCs for Activities</b>	
Acronyms:	CAPE POC	Organizations	Activities
ACC - Army Civilian Corps APF - Army Profession Forum APLDF - Army Profession and Leader Development Forum ARI - Army Research Institute ARNG - Army National Guard ASA (M&RA) - Asst. Sec. Army for Manpower and Reserve Affairs ASMC - Army Staff Management College AU - Army University AUSA - Association of the US Army AWC - Army War College AWFC - Army Warfighting Challenge AWG - Asymmetric Warfare CAL - Center for Army Leadership CGSC - Command and General Staff College FORSCOM - Forces Command HD - Human Dimension HQDA G1 ARD - Army Resiliency Directorate IMT - Initial Military Training INCOPD - Institute for NCO Professional Development JLAPS - Junior Leader Army Profession Symposium MRT - Master Resiliency Training NCO - Non-commissioned officer NIMS - Not in my Squad O/DUSA - Office of the Deputy Undersecretary of the Army OCCH - Office of the Chief of Chaplains OCS - Officer Candidate School OEMA - Office of Economic and Manpower Analysis (USMA) OTIG - Office of the Inspector General OTJAG - Office of the Judge Advocate General OTSG - Office of the Surgeon General RAN - Retiree Advisory Network RFL - Research Facilitation Laboratory RTB - Ranger Training Brigade SERE - Survival, Evasion, Resistance, and Evasion SME - Subject Matter Expert SWC - Special Warfare Center UQ - Unified Quest USACC - US Army Cadet Command USAR - US Army Reserve USAREC - US Army Recruiting Command USMA - US Military Academy WOCC - Warrant Officer Career College	Mr. Glenn Goldman glenn.goldman@usma.edu 845-938-0469	ASMC, ASA(M&RA); AWC, OCS, USACC, USMA	USMA Project Day
	Mr. Bryan DeCoster brian.decoaster@usma.edu	AU, AWG, SHARP Acad	NIMS, MRT
	CH (LTC) Dismore peter.dismore@usma.edu 845-938-0831	CGSC, OCCH, OTIG, OTJAG, OTSG	
	MAJ Shawn Dalton shawn.dalton@usma.edu 845-938-1057	ARNG, AUSA, HQDA G1 (ARD), FORSCOM, MCoE, RTB, SERE, SWC, USAR	JLAPS, CPT Solarium; AUSA Convention, APF, UQ, APLDF, HD, AWFC 10, RAN
	CW4 Michael Grinter michael.grinter@usma.edu 845-938-0553	WOCC	WO2025
	SGM David Stewart david.stewart@usma.edu 845-938-0554	IMT, INCOPD, USAREC	NCO2020
	Mr. Patrick Toffler (CTR) patrick.toffler@usma.edu 845-938-0825	ARI, ACS, CAL, CTCD, O/DUSA (RFL), TRADOC (TRAC), SMEs	



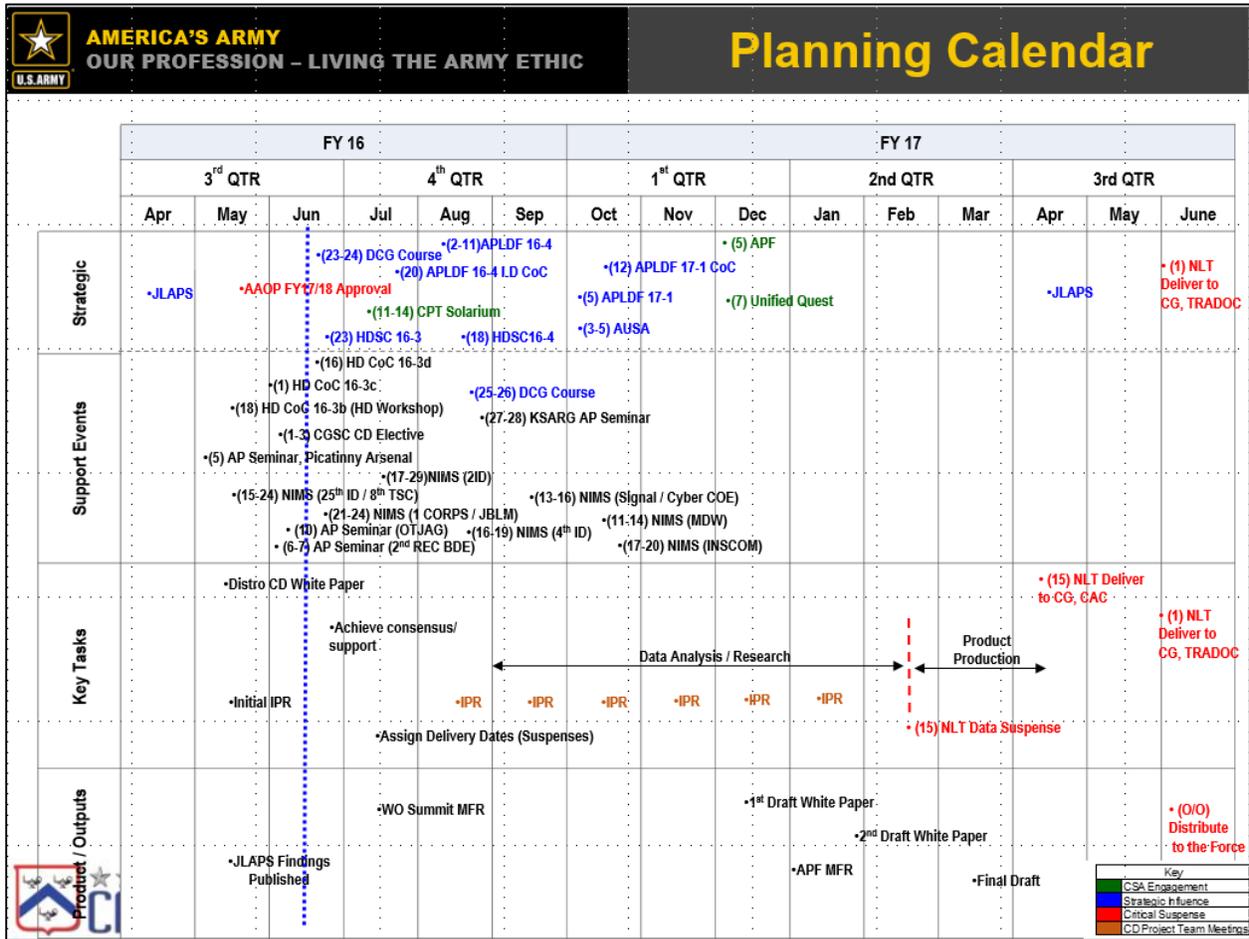
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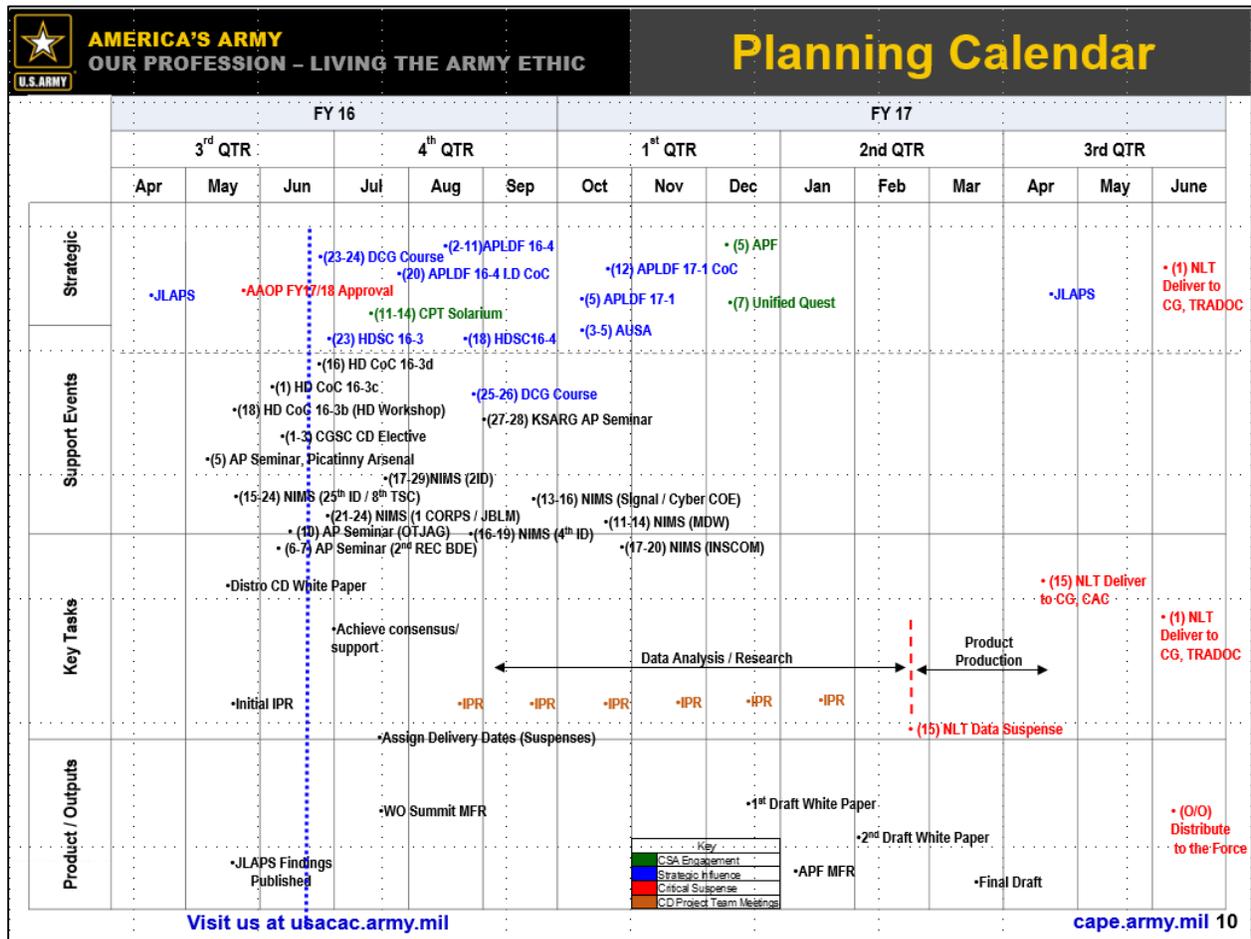
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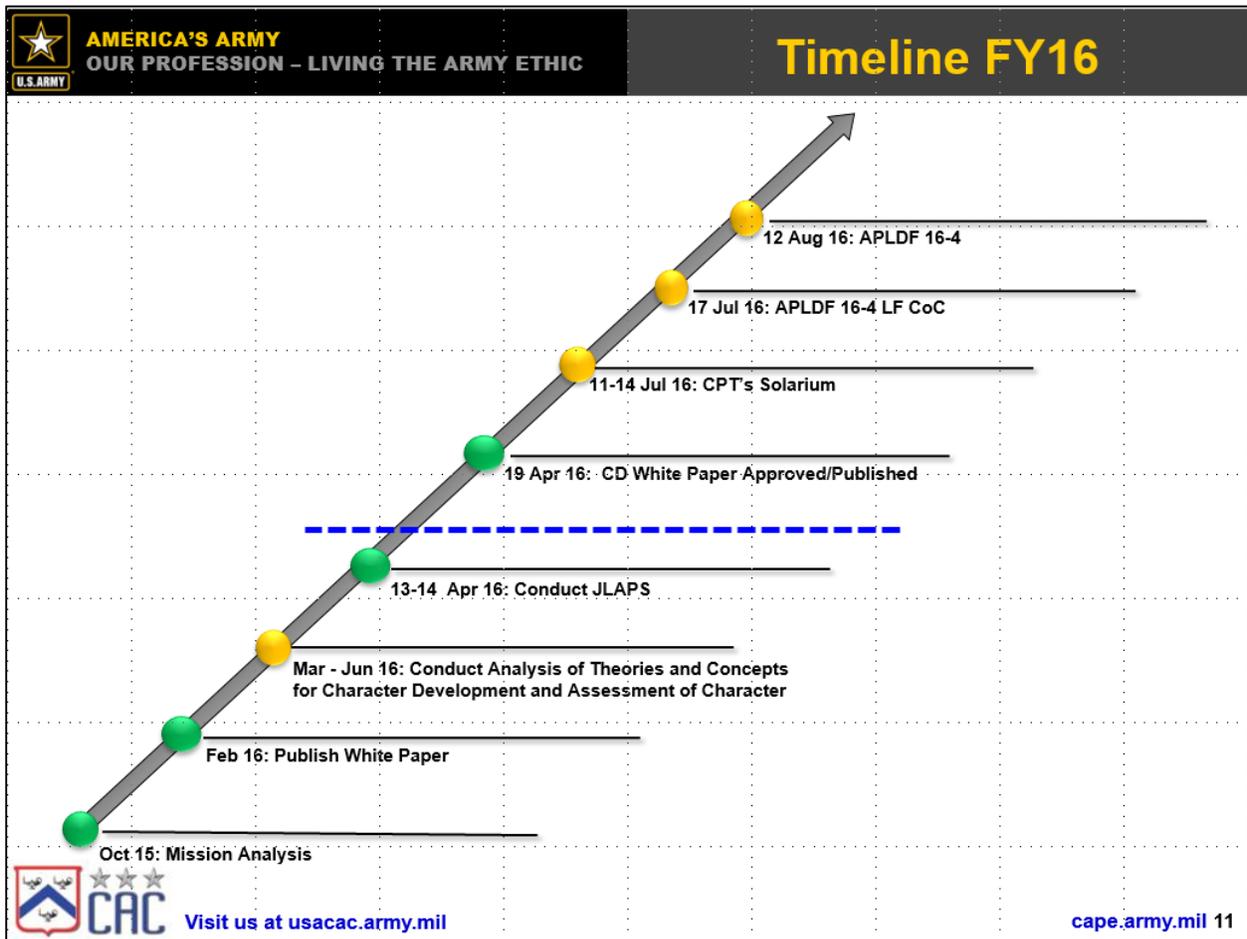
 <b>AMERICA'S ARMY</b> OUR PROFESSION - LIVING THE ARMY ETHIC		<b>CAPE POCs for Essential Tasks</b>		
Task	CAPE Lead	Name	Email	Phone
2, 3, 10, 11, 13, 15	Deputy Director (Dep Dir)	Mr. Glenn H. Goldman (CIV)	glenn.h.goldman.civ@mail.mil	845-938-0469
8A, 9A	Training & Education (T&E)	Mr. Bryan DeCoster (CIV)	bryan.d.decoaster.civ@mail.mil	845-938-5945
5, 6, 8B, 9B	Operations (OPS)	MAJ Shawn Dalton	shawn.d.dalton.mil@mail.mil	845-938-1057
1, 4, 7, 12, 14A, 14B, 14C, 14D	Research & Assessment (R&A)	Mr. Patrick Toffler (CTR)	patrick.a.toffler.ctr@mail.mil	845-938-0825
	Chaplain	CH (LTC) Peter Dissmore	peter.o.dissmore.mil@mail.mil	845-938-0831
	WOC	CW4 Michael Grinter	michael.a.grinter.mil@mail.mil	845-938-0553
	SGM	SGM David Stewart	david.l.stewart.mil@mail.mil	845-938-0554

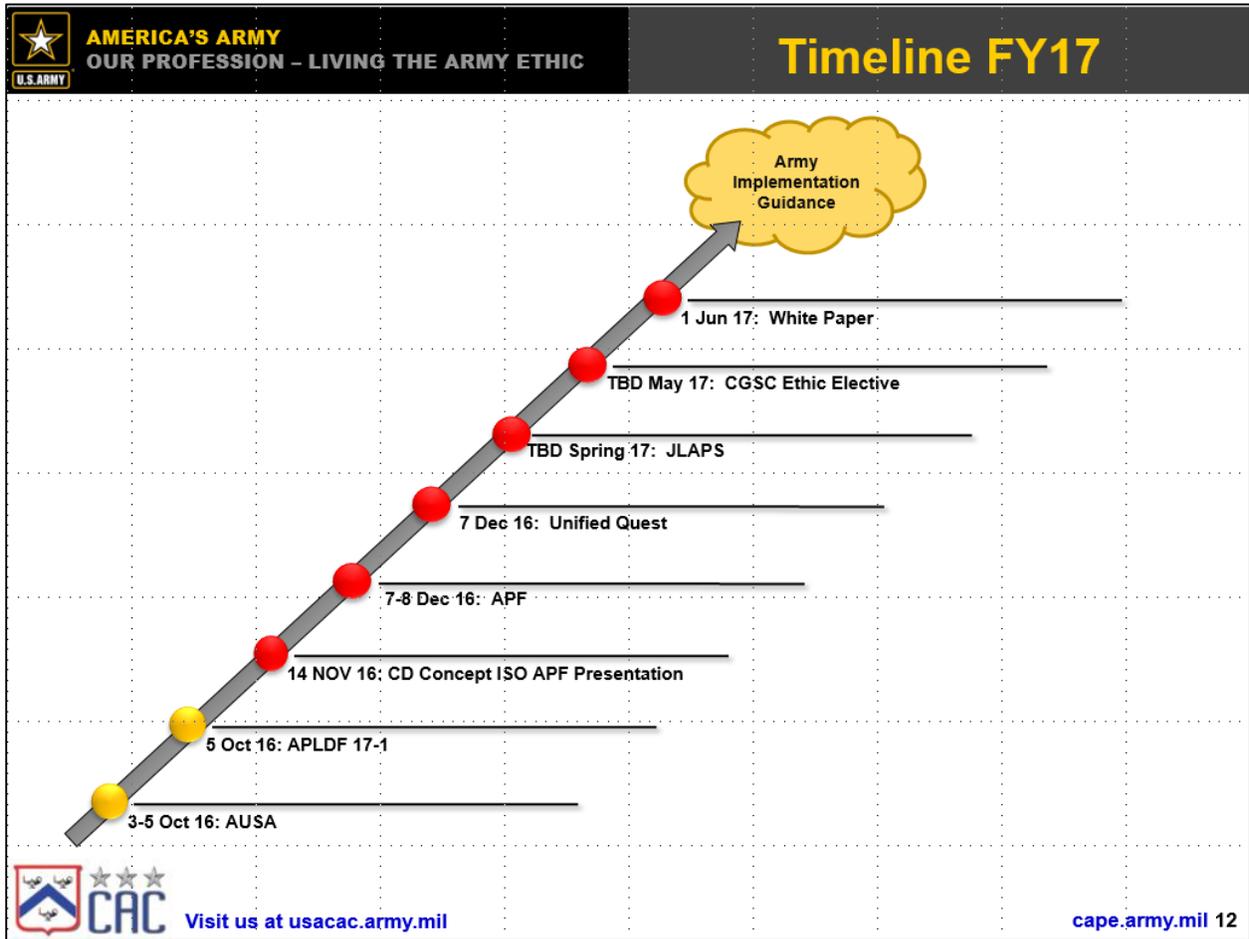
Updated 22 June 2016-Changes to Lead, Assist, and Support/SME organizations



ENCLOSURE: Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 2016)







 <b>AMERICA'S ARMY</b> OUR PROFESSION - LIVING THE ARMY ETHIC	<b>JLAPS, 13-14 April</b>
<p><u>Purpose:</u> To gain the perspective of junior Army leaders regarding character development, within leader development, at their level of education, training, and operations.</p> <p><u>Themes:</u></p> <ol style="list-style-type: none"><li>1) What enablers/obstacles exist in Army training, education, or operations that positively/adversely affected the development of character; or strengthened/weakened identity as a trusted Army professional?</li><li>2) What should the Army do within training, education, and operations to strengthen character development at the tactical level?</li><li>3) What must be done at the unit/organizational level to ensure that climate supports character development?</li></ol>	
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	<b>AMERICA'S ARMY</b> OUR PROFESSION – LIVING THE ARMY ETHIC	<b>JLAPS, 13-14 April</b>
<u>Recommendations:</u>		
<ul style="list-style-type: none"><li>• Encourage accurate reporting – supporting situational understanding and mutual trust.</li></ul>		
<ul style="list-style-type: none"><li>• Provide Army acculturation for Soldiers and Army Civilians – Recruiting, IET, PME/CES, initial assignment – reinforce at each level of responsibility (career long).</li></ul>		
<ul style="list-style-type: none"><li>• Establish clear mission priorities and permit junior leaders to plan for implementation (honor the training schedule).</li></ul>		
<ul style="list-style-type: none"><li>• Develop a command and organization assessment that captures the state of the ethical climate. Ask: “Do we live by and uphold ethical principles?”</li></ul>		
<ul style="list-style-type: none"><li>• Establish a “probationary” period for all Soldiers – similar to Army Civilian Corps.</li></ul>		
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 <p><b>AMERICA'S ARMY</b> OUR PROFESSION - LIVING THE ARMY ETHIC</p>	<h2>JLAPS, 13-14 April</h2>
<p style="text-align: center;"><u>Recommendations (cont.):</u></p> <ul style="list-style-type: none"><li>• Leaders must conduct Professional Development sessions (this responsibility cannot be delegated) – both scheduled and with coaching, counseling, and mentoring.</li><li>• Ethical reasoning must be integrated in all decision making, planning, actions, and AARs.</li><li>• Adopt the professional development methodology in the Warrant Officer Leader Development Strategy 2025 (e.g., WO Mentoring Program; 360 Evaluations; coaching, counseling, mentoring, and selections).</li><li>• Tie unit training requirements to mission (allow flexibility on AR 350-1); establish realistic reporting standards (character cannot thrive in an unethical climate); the training schedule is a contract, honor it (changes cause frustration – breach of trust).</li><li>• Commanders and organization leaders must establish policies and practices that are consistent with the Army Ethic (failure to do so promotes unethical conduct).</li></ul>	
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	<b>AMERICA'S ARMY</b> OUR PROFESSION - LIVING THE ARMY ETHIC	<b>Next CD Meeting</b>					
Next Meeting: 15 August 1330 (EDT)							
<u>Focus:</u>							
1. Captain Solarium Results							
2. Essential Tasks Progress Update							
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**AMERICA'S ARMY**  
OUR PROFESSION - LIVING THE ARMY ETHIC

**Closing**

## U.S. Army Combined Arms Center and Fort Leavenworth

"We are in fact one Army. We have three components, but it's one Army. We are E Pluribus Unum in reality. Of the many, come one. . . And as we are one nation indivisible, we are, in fact, one Army indivisible." 39th CSA GEN Mark A. Milley

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