



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

10 February 2016

MEMORANDUM FOR RECORD Center for the Army Profession and Ethic (CAPE),  
Wilson Road, Building 621, Room 118, West Point, NY 10996

SUBJECT: The Army Character Development Project Team, 2<sup>nd</sup> Meeting (Telecon), 21  
January 2016 (1430-1530 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. Mission Analysis, Character Development Project, as of: 10 Feb 2016.
- d. Literature Review (DRAFT), as of: 10 Feb 2016.
- e. White Paper (DRAFT), as of: 10 Feb 2016.
- f. Meeting Slides, Character Development Project Team, 21 Jan 2016.

2. Purpose. To summarize discussions during the subject meeting, focusing on the Literature Review and DRAFT White Paper: "Army Concept for Character Development of Army Professionals."

3. Background.

a. This 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 uphold the Army Ethic." It supports APLDF initiative [I-14-007], approved as 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 is constituted and operates under the authority of reference 1.b.

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c. An Army Character Development concept must support the Army Operating Concept (TP-525-3-1) and the Human Dimension and Army Leader Development Strategies. Moving forward, as essential elements of analysis are addressed and understood, the APLDF will decide which Army publication is best suited to express the concept for Character Development. See reference 1.c.

#### 4. Discussion.

a. The project team received the Character Development Literature Review (DRAFT) and White Paper (DRAFT) for comment on 15 January. These were the principal agenda items. In addition, the team discussed the key tasks to be accomplished and how to best allocate/assign these essential elements of analysis (EEA) to various organizations/SMEs. See paragraph 4. d. below, and references 1.d. and 1.e.

b. Literature Review (DRAFT): This document will continue to be revised and updated as additional information is discovered and the project team addresses the EEAs.

(1) The Literature Review includes three areas of interest:

(a) Professional publications on the theory and practice of character development and its relationship with identity, personality, and virtue ethics.

(b) Military publications that include discussion of character or character development (Annex A; <http://cape.army.mil/character-development-project/>).

(c) Previous efforts, adopted by the Army since World War II. This phase of the review is the least mature (Annex B; TBP).

(2) Literature Review feedback and discussion.

(a) Overall, team members agreed that the review is a good start. However, more work is required to identify all major theories regarding character development, capture common themes, and to gather evidence-based research for what is successful.

(b) The team also agreed that we must be aware of and assess what our allied and coalition partners are doing to develop the character of their service members. This will contribute to situational understanding and may inform our own approach.

c. The White Paper (DRAFT): When originally distributed for review and comment, it was entitled: "The Army Concept for Character Development of Army Professionals." However, several noted that the White Paper actually frames the problem, identifies risks for failure to address the problem, and proposes a methodology for finding the solution –

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without articulating a proposed concept. In this light, the paper is now retitled “Developing the Character of Army Professionals: Forging the Way-Ahead”.

(1) The White Paper makes reference to the Army Ethic – which should “drive” the Army Concept for Character Development. The Army Ethic is only recently published in ADRP 1, June 2015. Accordingly, the revised White Paper includes the one-page summary of the Army Ethic, which expresses our shared identity and the common moral principles that guide our decisions and actions.

(2) It is also important to note that character development will contribute to readiness and to addressing Army Warfighting Challenges. Therefore, the White Paper now specifically states this relationship and includes a graphic “logic map.”

d. Key Tasks and assignment of responsibilities. The Mission Analysis and the White Paper state the key tasks/essential elements of analysis (EEA), that will contribute to the design and articulation of the Army Concept for Character Development. For the purpose of this mission, the Character Development Project Team “lead” organization is primarily responsible for gathering and reporting on the information that satisfies the EEA; the organization designated as “assist” provides direct support and contributes to gathering and reporting information; and those in “support” contribute subject matter expertise, respond to requests for information, and review products. The discussion centered on how the EEA, cited below, will be assigned among project team organizations and SMEs.

(1) Determine how the relevant literature informs Character Development – an on-going process. CAPE 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 lead; TBD assist; Tufts University Study Team and Dr. Morton Ender, Ph.D. USMA-BS&L support.

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

(4) Understand relationships among “character, identity, personality, values, virtues, morals (conscience), etc.” CAPE lead; CAL assist; TBD support.

(5) Understand the effects of resilience and social-emotional intelligence as they relate to character and character development. TBD lead; HQDA G-1 ARD assist; Dr. Nathan Cartegena, Ph.D., 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.). TBD lead; HQDA G-1 ARD assist; TBD support.

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(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 lead; CAL assist; TBD support.

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

(a) Institutional Army, TBD lead; TBD assist; TBD support

(b) Operational Army, TBD lead; TBD assist; TBD support.

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

(a) Institutional Army, (e.g., policies, programs, procedures); TBD lead; TBD assist; TBD support.

(b) Operational levels of the Army (e.g., unit training, garrison activities, etc.). TBD lead; TBD assist; TBD support.

(10) Define the role for senior stewards (leaders) in supporting Character Development. CAPE lead; TBD assist; TBD 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). USMA-SCPME lead; TBD assist; TBD support.

(12) Determine if service learning and community support activities have a beneficial effect on character development. TBD lead; TBD assist; Dr. Shannon French, Ph.D., Case Western Reserve University support.

(13) Determine how the Army Ethic drives Character Development. CAPE lead; TBD assist; TBD support.

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

(a) Army Profession Army; TBD lead; TBD assist; TBD support.

(b) Institutional Army; TBD lead; TBD assist; TBD support

(c) Operational Army. TBD lead; TBD assist; TBD support.

(d) Individual within the team. USMA SCPME lead; TBD assist; Tufts University Study Team support.

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(15) Identify gaps in Army knowledge for future research. CAPE lead; USMA-SCPME assist; TBD support.

7. Closing Thoughts and Next Steps: CAPE will maintain and update the Literature Review; revise and obtain approval for the White Paper; and refine the Project Plan to include assignment of responsibilities as lead, assist, or support. The TRADOC Red Team will continue to provide independent perspective on the viability and adaptability of the Army concept for Character Development as it emerges in the process.

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



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