

**3P I-14-007 Create a Concept and Doctrine for Character Development**

**ALDP Initiative #: I-14-007**

**Short Title: Army Character Development Project**

**AWFC: 1, 4, 6, 8, 9, 10, 14, 19**

**Lead: CAPE Assist: USMA, Cadet Command, IMT, ARCIC, CAL, Office of Surgeon General, Office of Chief of Chaplains, Office of the Adjutant General, ASA (MR&A)/G-1. (Others TBD)**

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**Problem:**

This initiative addresses an issue identified by the Army Staff when former-CSA GEN George W. Casey directed the establishment of the Army Center of Excellence for the Professional Military Ethic (ACPME) in 2007. That directive assigned ACPME as the AR 5-22 force modernization proponent for the Army Profession, Character Development, and the Army Ethic. In 2010, ACPME was reassigned from USMA to CAC, TRADOC and redesignated as the Center for the Army Profession and Ethic (CAPE) (Reference: ALDP Initiative I-07-044, former reference #W25). In May of 2014, CG TRADOC approved this ALDP initiative to develop a strategy and doctrine for character development. Based on research and dialog within the Army Profession CG, CAC directed that the Concept for Character Development should be integrated within the strategies for the Human Dimension and Leader Development. At this stage, it is premature to determine if the concept should be published as doctrine. **Problem (Revised):** The Army Capabilities Needs Analysis (CNA) GAP #501028 states: "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." This gap creates an inconsistent approach to developing, assessing, and integrating character within the process of Army leader and professional development. Both the Army Leader Development Strategy (ALDS) and Human Dimension Concept (TRADOC Pam 525-3-7) recognize the need for character in Army professionals to be deliberately developed throughout an Army career (i.e., training, education, experience, and self-development). This theme is confirmed in the Army Human Dimension Strategy (2015). *The Army Profession* defines Character as: "dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions." Further, the Army certifies the character, competence, and commitment of Army professionals (ADRP 1). Yet, there is no consensus on how character is developed or assessed. As the TRADOC G2 DART observed in a 19 Sep 2013 briefing to CAPE, "Most of the character development literature is written in technical jargon that requires a graduate education in a related field to fully understand." Although doctrine on Army Leadership (ADRP 6-22) includes the requirement to demonstrate character, it states that "individuals are responsible for their own character development." This ignores the essential responsibility for Army leaders to develop the character of their subordinates simultaneously with their competence and commitment; and it overlooks the contribution of the Army Profession in developing character in Soldiers and Army Civilians. An Army Character Development concept must

be designed and integrated within the Human Dimension and Army Leader Development Strategies. A promulgated Army concept for Character Development will assist in the recruitment, training, education, and development of Army professionals, while inspiring and motivating right conduct in accomplishing the mission. Additionally, the published concept will provide a foundation informing the assessment and certification of Army professionals.

**Ends.** Create and promulgate the Army Concept for Character Development. Target publication date is 14 June 2017. Character development is integral to: Talent and Personnel Management (i.e., recruiting and accessions; assignments to training, education, and operations; and transition); the Army Operating Concept; Human Dimension Strategy; Army Leader Development Strategy; Mission Command; the Army Profession; and Army culture of trust. The project will identify the need for additional Human Dimension research concerning attributes of character and the factors that influence character development in adults. The Concept for Character Development will facilitate transformational changes in Army Leader and Professional Development. A priority effort will be to incorporate the Concept for Character Development into all Army Profession and leadership doctrine, initial military training, and Army instructor, Drill Sergeant, and Command Preparatory courses. Updates to AR 350-1 and AR 600-100 will reflect Army Profession, Army Ethic, and Character Development in unit Professional Development training programs. The goal is that Soldiers and Army Civilians will make decisions and take actions in accordance with the moral principles of the Army Ethic in accomplishment of the mission, performance of duty, and all aspects of life. Achieving this goal reinforces trust within the Army Profession and with the American people.

**Ways.** On behalf of CG, CAC, CAPE will lead the Army Character Development Project to develop a concept informing members of the Army Profession of the principles and methods for development and assessment of character. Stakeholder organizations and subject-matter experts from throughout the Army will participate. The Army Ethic (ADRP 1, Ch. 2) informs the Concept for Character Development. The concept will benefit from ongoing initiatives and research at the US Military Academy, ARI, ARL, etc. A published Concept for Character Development will facilitate revision of PME/CES and IMT curricula/POIs. Additionally, the Concept for Character Development will be promulgated via key synchronized communication messaging efforts, social media, situational simulation products, pamphlets, Army policy, unit Professional Development training, the CAPE website, and in Army Profession and Ethic Seminars (CAPE outreach). Training Audiovisual Support Center (TASC) and CAPE will continue to develop ethical decision-making simulation products and videos to support the promulgation of both the Army Ethic and Character Development.

**Means.** Authorized CAPE manning levels (or equivalent contractor support) are required to accomplish this initiative in FY16-FY17. Character Development content will be integrated into existing curricula, without adding additional time to the POI. IMT, WOCC, OCS, ROTC, USMA, and Drill Sergeant School curricula/POIs will be modified to incorporate the new content. Training Support Packages (for unit and school use) will be developed and distributed. Travel expenses for CAPE outreach education and training

efforts will require funding at current or increased levels until curricula and POIs are updated.

**Reserve Component and Army Civilian Corps Integration.** Army Profession and Army Ethic doctrine and the Concept for Character Development have equal application to the Reserve Components and the Army Civilian Corps. Promulgation of training support materials and doctrine are routinely provided to RC units and ACC organizations.

**Risk.** Failure to articulate and promulgate the Army Concept for Character perpetuates an omission in leader and professional development of Soldiers and Army Civilians. Without a consensus concept and common lexicon, Army publications will continue to use unsynchronized, arbitrary descriptors for desired qualities in Soldiers and Army Civilians. Lacking a Concept for Character Development, the Army Profession will continue to develop and select leaders for increased responsibilities without effective ways and means to develop and assess their character. Legalistic, rules-based, and consequential reasoning will dominate decision-making and conduct, as opposed to values-based decisions and actions consistent with the Army Ethic. Failure to fully institutionalize and operationalize the Army Profession and Army Ethic by integrating character development increases the likelihood of misconduct, indiscipline, and unethical decisions and actions. Decentralized decision-making, based on the intent of the commander and the character, competence, and commitment of Army professionals, is essential for the success of Mission Command. Competent leaders who are unethical (lacking in Character) are unworthy of responsibility for the sons and daughters entrusted to them by the American people.

**Quarterly Summary.** Measures of Performance can be monitored, evaluated, and reported at succeeding APLDF.

**Funding Status:** No immediate additional funding requirements. Future funding requirements TBD.