

INFORMATION PAPER

ATZL-MCE
20 Nov 18

SUBJECT: *The Army's Framework for Character Development*

1. Purpose: To provide a summary of ongoing and planned activity implementing and assessing *The Army's Framework for Character Development* (AFCD).

2. Facts:

a. By design, the AFCD is inherent within the Army Leader Development Strategy (ALDS) and implemented in accordance with the Army Ethic. (Army White Paper, *The Army's Framework for Character Development*, 28 August 2017, <http://data.cape.army.mil/web/repository/white-papers/armys-framework-for-character-development-white-paper.pdf>)

b. On 15 October 2018, CG, CAC approved the Program Directive to incorporate the AFCD within doctrine (i.e., ADP 1-1, *The Army Profession*). The update will be coordinated, formally staffed, and published NLT 4th QTR FY19. <http://data.cape.army.mil/web/character-development-project/repository/program-directive-adp-1-1-the-army-profession.pdf>

3. Supporting *Implementation and Assessment of the AFCD*, under the Army Strategy and the FY19 Army Campaign Plan, CG, TRADOC/CAC will lead a Working Group (IAW AR 600-100 and AR 350-1) to synchronize Army policy, doctrine, and assessment regarding:

a. Analysis, design, development, implementation, and evaluation (ADDIE) of trusted strategic programs and systems.

b. Sustainment and assessment of professional organizational climates wherein the standard and expectation are that all live by the Army Ethic in the exercise of mission command.

c. Development of leaders who inspire and motivate our shared identity as *Trusted Army Professionals*.

4. Illustrations of specific ongoing and planned activity, leading to full implementation and assessment of the AFCD, FY19 through FY21, include:

ATZL-MCE

SUBJECT: *The Army's Framework for Character Development*

a. Coordination between US Army War College and Army University to introduce ethical reasoning within strategic thinking to identify and mitigate ethical risk in strategic decisions and actions.

b. Synchronization of Army policy and doctrine regarding: character development within all domains of leader development (Institutional (PME/CES/IMT), Operational, and Self-Development); professional organizational climates; strengthening shared identity; and certification.

c. ASA (M&RA, AMRG), HQDA PAO, and USAREC develop and promulgate strategic messaging to the American people regarding the Army Profession as a "Calling to Honorable Service."

d. FORSCOM, TRADOC, ACOMs, ASCCs, ARNG, and USAR integrate ethical reasoning within creative and critical thinking supporting the Army Design Methodology, Military Decision Making Process, Troop Leading Procedures, Risk Assessment, Rehearsals, and After-Action Reviews. Combat Training Centers, Battle Labs, Distributed Learning Centers, and Analysis Centers will ensure ethical hazards are integrated within operational scenarios and collective training exercises.

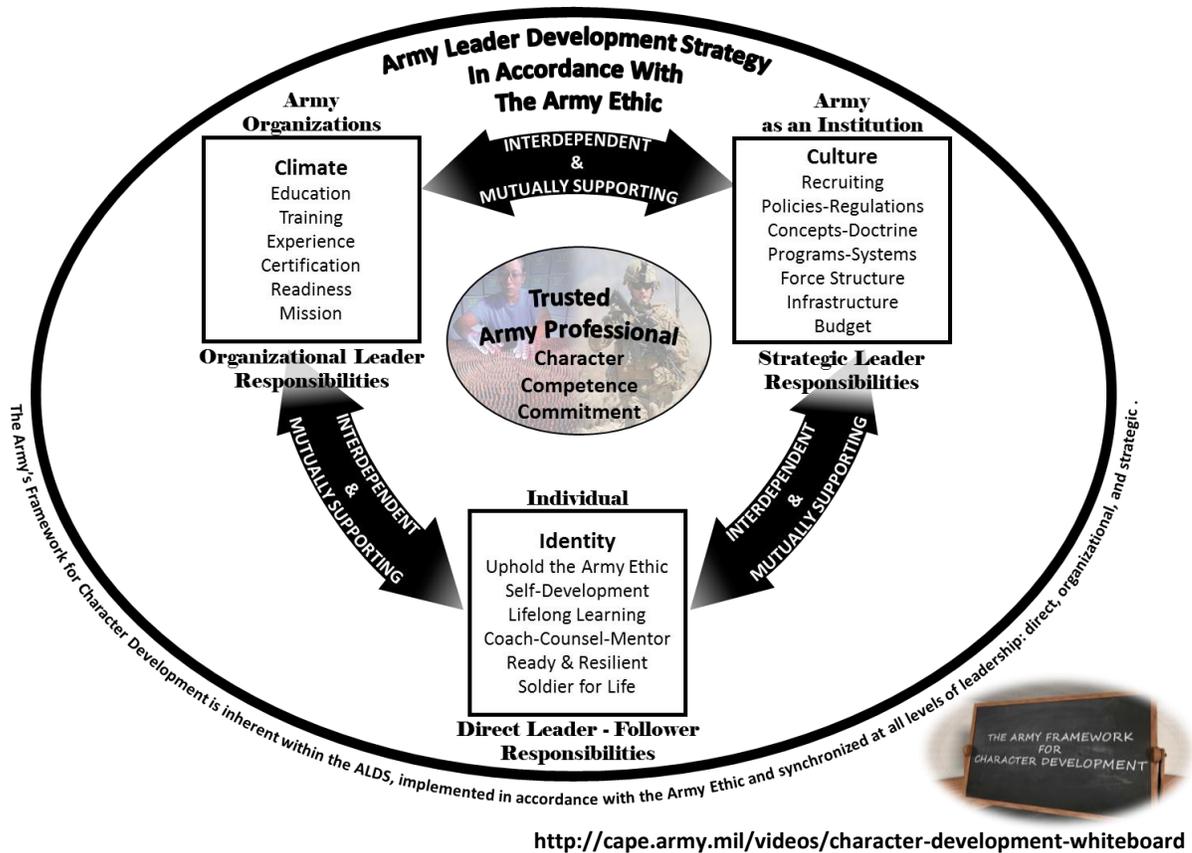
e. Preparation and certification of instructors and direct leaders, motivating and enabling their ability to develop character within themselves and others in all aspects of education, training, and operations. The intent is to simultaneously develop character, competence, and commitment.

f. Apply the ADDIE process to create a holistic methodology to assess the success of the AFCD in achieving its end state and objectives. (see figure 1)

5. Discussion:

a. In an Army *Culture of Trust*, the Army Ethic guides the Army Profession, the Army as an institution, and Soldiers and Army Civilians in all aspects of the mission, performance of duty, and throughout life. At the strategic level, directives, policies, programs, and systems must be trusted to be ethical, effective, and efficient.

b. In *Professional Organizational Climates*, leaders create and sustain conditions that support living by the Army Ethic in the exercise of mission command. Leaders must be able to assess the state of the organizational climate and adjust conditions to achieve the intent.



<http://cape.army.mil/videos/character-development-whiteboard>

END STATE: The Army Leader Development Strategy is implemented in accordance with the Army Ethic, providing the Nation an Army of trusted professionals of character, competence, and commitment who are inspired to honorably fulfill their Oaths of Service.

Objective 1: Strategic Leaders – *Culture of Trust* – Policies, Programs, and Systems are trusted to be ethical, effective, and efficient.

Objective 2: Organizational Leaders – *Professional Climates* – Standard and expectations are that all live by and uphold the Army Ethic in the exercise of Mission Command.

Objective 3: Direct Leaders – *Trusted Army Professionals* – Inspire and motivate shared identity – Honorable Servants in defense of the Nation; Army Experts in performance of duty; Stewards of the Army Profession.

Figure 1. The Army's Framework for Character Development

c. Each of us is responsible for making decisions and taking actions consistent with the moral principles of the Army Ethic, and we embrace our shared identity as *Trusted Army Professionals*. Direct leaders inspire and motivate the team to live by and uphold the Army Ethic in performance of duty and in all aspects of life.

ATZL-MCE

SUBJECT: *The Army's Framework for Character Development*

6. Summary: Successful implementation of the AFCD depends on mutually supporting and interdependent responsibilities at all levels of leadership. Strategic leaders establish transparent policies and practices. Organizational leaders certify that standards are met within professional climates. Direct leaders live by and uphold the Army Ethic and inspire, teach, coach, counsel, mentor subordinates, ensuring they are ready and resilient.

ATZL-MCE/845-938-0467

APPROVED BY: COL Geoffrey A. Catlett