

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, Initial Coordination
Meeting (Telecon) 12 November 2015 (1330-1430 EST)

1. References:

- a. AR 5-22, The Army Force Modernization Proponent System
- b. APLDF Initiative I-14-007
- c. Human Dimension, HQDA EXORD, TBP
- d. Mission Analysis, Character Development Project, 12 November 2015 (v. 20151105)

2. Purpose: To summarize discussion of the Mission Analysis for the Character Development Project with APLDF members and other supporting Army organizations.

3. Overview: Read-ahead materials including APLDF Initiative I-14-007, ref 1.b. and the Mission Analysis, ref 1.d., were distributed to all attendees on 9 November 2015. The meeting agenda was initiated by the Director, CAPE who provided background, rationale, and authorization for the Character Development Project. He explained that the initial meeting was intended to develop shared situational understanding of the mission, operating procedures moving forward, and key milestones leading to mission accomplishment.

4. Key Points in the Presentation:

a. 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; the Army Profession; and the institutional and operational Army. This effort addresses Capability Needs Analysis Gap #501028, providing guidance for what should be done (institutionally, operationally, and individually) to develop and assess character – strengthening our shared identity as trusted Army professionals.

b. The recently revised ADRP 1, The Army Profession, June 2015, clearly articulates the Army Ethic. Logically, our ethic should drive the concept for character development. However, there is no authoritative consensus regarding the ways and means for achieving this end. The successful completion of this project supports the integration and coordination of Army policies, programs, strategies, and doctrine affecting the development of Soldiers and Army Civilians. A published Army concept for character development supports the philosophy of mission command, the Human

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Dimension and Leader Development Strategies, the Army Warfighting Challenges (specifically AWFC #1, 4, 6, 8, 9, 10, 19), and the AOC.

c. Operating Assumptions:

- Character is developed through education, training, and experience; and it is strengthened and assessed through coaching, counseling, and mentoring.
- Our concept must be based on a multi-disciplinary approach, informed by relevant disciplines (e.g., philosophy, ethics, law, medicine, psychology, sociology, anthropology, pedagogy).
- It must be integrated within existing Leader Development programs, strategy, and doctrine.
- Application of the character development concept will be tailored to the specific operating environment based on component, career management field, level of responsibility, etc.
- Success of this mission requires insightful, informed contribution from across the force - your participation is essential.

["Character development outside leader development is nothing."]

d. Commanders play a key role and must integrate efforts to develop character within education, training, and operations. Realistic training should include an ethical component to continuously develop agile and adaptive leaders of character, competence, and commitment.

e. At the level of the institutional Army: Professional military education and the Civilian Education System; and formal training make an essential contribution though the design and implementation of current and evolving practices and programs of instruction. Thus, the Army concept assumes that character development will take place within the process that develops competence and character – not as a separate endeavor. Application of the concept will be adapted to the separate operating environments of the Active, Guard, Reserve, and Army Civilian Corps.

f. At the individual level: commitment to life-long learning; self-development; coaching, counseling, and mentoring; and the exemplary conduct of each member/leader on the team are essential to strengthen mutual trust and cohesion. The Army concept for character development must articulate how individuals, as trusted leaders and followers, can contribute to their own development in character and that of their subordinates, peers, and other leaders.

g. Publication of the Army concept for character development will be in an appropriate document – to be determined. Options include: Army Doctrine, TRADOC Concept (TRADOC Pam 525-x), Department of the Army Pamphlet, White Paper with Implementing Directive, other? As the concept takes shape we will gain a consensus for which option will be most effective.

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5. General Discussion:

a. For information, the Army will designate a Major General to ensure coordination of communication and effort across all issues associated with the Human Dimension, Leader Development, Talent Management, etc. CAPE will ensure this project is nested within that effort, generating mutual support.

b. There is clear consensus for the need to design a concept for character development that will have relevance and applicability to all components and the Army Civilian Corps.

c. The title of APLDF Initiative (3P; I-14-007: Create a Concept and Doctrine for Character Development) does not denote an APLDF decision to generate a formal Army Concept or new Army Doctrine. At present, the “concept” for character development refers to an idea for how to develop and assess character. It will include a description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends), (TR 71-20, p. 140). This use of “concept” is related to the “commander’s intent” as a clear and concise expression of the purpose and the desired end state. This application is also associated with the “concept of operations” as an expression for how units and organizations will cooperate to accomplish the mission (ADRP 5-0, Glossary).

d. Concerning the issue of certification: character is a certification criterion included within the process of verification and validation that a Soldier or Army Civilian performs assigned duty with discipline and to standard. Certification continues through one’s Army career as confirmed by promotions, graduation from schooling, selection for various positions, etc.

e. Traditionally, the Army has always supported beneficial activities that contribute to character development. At the same time, there may be aspects of our culture or institutional and operational practices that are detrimental. In an effort to gain situational understanding it is important for the Project Team to identify the enablers and the obstacles/impediments to developing character within present circumstances.

f. As key Army documents are revised or updated, we should ensure there is opportunity to easily integrate character development policy and practices. For example, training should be designed to develop character along with competence. Training evaluations should include demonstration of character in the assessment. Training AARs should address ethical challenges encountered during the mission and the lessons-learned. The new *Army Leader Development Strategy* and doctrinal publications (e.g., ADP/ADRP 7-0) must allow “maneuver space” for incorporating guidance and activity that contribute to character development.

g. There was agreement that character development is compatible with and must be integrated within unit training and optempo. “There is no time or resources to add

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anything to the mission essential task list.” The literature and empirical evidence support the imperative that character and competence are and must be developed simultaneously, within the same processes of education, training, experience and through caring leadership. The role of the leader in setting the example and offering constructive coaching, counseling, and mentoring is essential.

h. The group expressed support for the plan to vet the emerging concept for character development with the Junior Leader Army Profession Symposium at JBLM in April and with the Army Profession Annual Symposium in July. Both venues will include balanced representation from all components and the Army Civilian Corps.

i. Strategic messaging by senior Army leaders is important so that the Army, Joint Services (USAF and USN are represented on the Project Team), Congress, and the public are aware of what the Army is doing and why. The content for the communication can be based on information provided in periodic progress reports to the APLDF.

7. Next steps: CAPE will prepare a Character Development Project Plan, Literature Review, and Army Character Development Concept White Paper. These will be vetted in-turn with all members of the Project Team for review and comment, seeking consensus. Periodic meetings of the team and updates to the APLDF will be incorporated within project plan. CAPE will explore the possibility of creating a web-based, accessible location for storing and sharing project products and documents to reduce reliance on sending attachments via email.

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

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