ATZL-MCE   25 October 2016

MEMORANDUM FOR RECORD

SUBJECT: The Army Character Development Project Team, 5th Meeting (Telecon), 18 October 2016 (1530-1700 EDT)

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. Army White Paper, Developing the Character of Army Professionals: Forging the Way Ahead, 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/Information Papers), as of: 17 October 2016.*

    g. Stand-To!: Character Development Project, Aug 2016.*
(https://www.army.mil/standto/2016-08-10)

    h. Army Magazine: Character Development, Sep 2016.*
(https://www.ausa.org/articles/character-development-initiative-focuses-what-it-takes-be-trusted-professional-today%E2%80%99s-army)

    i. Meeting Slides, Character Development Project Team Telecon, 18 October 2016 (Enclosed), and Information Papers.*

    j. Meeting Slides, Memoranda for Record, and related Character Development Project Team Telecon documents: 12 November 2015; 21 January, 16 June, 16 August 2016.*

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

2. Purpose. To summarize discussions and project progress during the subject meeting, focusing on findings informing the Literature Review regarding past Army efforts to develop character and recent/current Army resources assessing "Command (ethical) Climate"; and to introduce the DRAFT document outlining the framework for the Army concept for Character Development.

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 uphold the Army Ethic." It supports Army Leader Development Program (ALDP) initiative I-14-007, approved as ALDP 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 Leader Development Forum, along with outreach to appropriate DoD and non-DoD subject matter experts, 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 noted that, since the last meeting, 16 August 2016, the Center for the Army Profession and Ethic (CAPE) initiated an assessment of past Army efforts to develop character and a review of recent/current Army resources available to evaluate "Command (ethical) Climate." In addition, the initial DRAFT, articulating the framework for the Army concept for Character Development, was distributed to obtain feedback from the entire Project Team.

    b. The meeting was opened by the CAPE Director who provided an overview of the current situation to include a review of the Mission of the Character Development Project Team (Encl slide 3). Discussions then transitioned to the establishment of an "All Partners Access Network" (APAN) community supporting the Army Character Development Project (Encl slide 5). All members of the Project Team are invited to create an APAN account and to register with the Army Character Development Project community.

    c. The Project Team then received an in-depth presentation on efforts, beginning with the Revolutionary War, and focusing on more recent endeavors since the end of

WWII to develop the character of Soldiers within the Army (Encl slides 7-11). The key finding is that character and efforts to develop it have been matters of importance in Soldier development throughout the history of the Army. Essentially, while practices and focus have changed, this topic is not new. The present mission of the Project Team is a logical step in light of publication of Army Profession and Army Ethic doctrine (ADRP 1 *The Army Profession*, June 2015).

    d. Discussions transitioned to a facilitated review of Army resources available to the Commander to comply with law requiring periodic assessments of the "Command Climate" and how these resources may inform the ethical climate within Army units and organizations (Encl slides 12, 13). Questions arose regarding the ability to aggregate Command Climate assessment results to determine the overall state of the Command Climate within the Army and to determine if there are trends. Presently, this capability is not exercised, and it is a potential recommendation moving forward. Other questions addressed the original design for these resources and whether they are adequate to assess the ethical climate. At this point, it is clear that the Army must define what constitutes an ethical climate and then specifically design methods to assess the climate and ways to make appropriate adjustments, as necessary. There is general consensus that the present methods are not what is ultimately required to accurately assess and adjust the ethical climate in Army units and organizations. The Character Development Project Team will continue to gain understanding of current guidance and practice, as well as the efficacy of present efforts to assess command climate and their relationship to an ethical climate.

5. The final agenda topic addressed the current working document entitled "Draft Framework for Army Character Development" (distributed with telecon read ahead). Discussion included review of the content and organization of the document. Its intent is to explain the solution to the problem articulated in the Army White Paper, "Developing the Character of Trusted Army Professionals: Forging the Way Ahead" (ref 1.c.). The framework includes: the Army Profession and the Army Ethic; responsibilities of the Institutional and Operational Army; responsibilities of *Trusted Army Professionals* and the interaction between leaders and followers (instructors and students); imperative of strengthening an Army Culture of Trust and ethical command climates; and assessment of success of efforts at all levels to achieve the goal of developing character through education, training, and operational experience. Discussion focused on the method for implementation and promulgation of the solution. The present vision is that approved recommendations will be enacted through an implementation plan and an execution order. While the mission of the Army Character Development Project Team is completed upon forwarding of the framework and recommendations (NLT June 2017), implementation will require further coordination and planning under the auspices of the Army Profession Leader Development Forum across the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) spectrum of Combined Arms Center (CAC)/CAPE force modernization

proponent responsibilities (AR 5-22 *The Army Force Modernization Proponent System*) for the Army Profession, Army Ethic, and Character Development.

6. Next Steps.

    a. Continue to explore and understand Army guidance and practices to assess command climate and its relationship to an ethical climate.

    b. CAPE to observe and evaluate current efforts to develop character in Soldiers in planned site visits to the US Army Drill Sergeant Academy at Fort Jackson, SC, and Tufts University, Boston, MA.
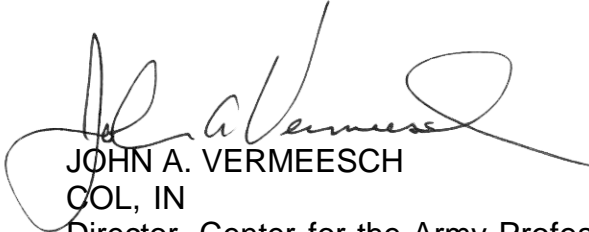
    c. Coordination with subject matter experts and other site visits, (i.e., Army War College and Command and General Staff College) will continue.

    d. The Character Development Project framework document, and senior leader discussions at the Army Profession Forum will further inform the concept and recommendations. The framework will continue to be strengthened through feedback from the Project Team.

    e. The project is on schedule (Encl slide 15, speaker's notes). The next meeting is scheduled for 24 January 2017 (1500-1630 EST).

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

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