

MEMORANDUM FOR RECORD

SUBJECT: The Army Character Development Project Team, 7th Meeting (Telecon), 06 April 2017 (1500-1630 EST)

1. References.

- a. HQDA EXORD 086-16 HUMAN DIMENSION, DTG: 221755Z Dec 15.
- b. MEMO (ATLZ-MCV-L), SUBJ: Fiscal Year 17 Army Leader Development Program Priority List (APL), dated 30 Sep 2016.
- c. Army White Paper, "Developing the Character of Army Professionals: Forging the Way Ahead," 19 Apr 2016.*
- d. Mission Analysis, Character Development Project, as of: 11 April 2017.*
- e. Army White Paper (Final DRAFT), "The Army's Framework for Character Development," 27 March 2017.
- f. Meeting Slides, Character Development Project Team Telecon, 4 April 2017 (Encl).

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

2. Purpose. To summarize discussions during the subject meeting, focusing on feedback from the visits US Army Recruiting Command and US Army Cadet Command (21-22 March 2017) and staffing of the Army White Paper (Final DRAFT), "The Army's Framework for Character Development."

3. Background.

a. The Army Character Development Project 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." The project operates under authority of the HQDA EXORD (ref 1.a.). It supports Army Leader Development Program (ALDP) initiative I-14-007, approved as ALDP Priority List Policy Priority 3, FY16/17, by the Chief of Staff of the Army (ref 1.b.).

ATZL-MCE

SUBJECT: The Army Character Development Project Team, 7th Meeting (Telecon), 06 April 2017 (1500 -1630 EST)

b. The mission of the Army Character Development (CD) Project Team is to design and articulate a framework for character development that is applicable for the Army as an institution, Army organizations, and leaders and followers at all levels of leadership (direct, organizational, and strategic) (ref 1.c.,d.). The Army CD Project Team includes all member organizations of the Army Profession Leader Development Forum, the Human Dimension community, and DoD and non-DoD subject matter experts.

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 a CG TRADOC approved Army White Paper that articulates an accessible, accepted, comprehensive, and adaptable framework for developing the character of Army professionals within the Army Leader Development Strategy, IAW the Army Ethic.

4. Agenda and Discussion.

a. The first topic addressed on-site discussions (FKKY, 21-22 Mar 17) with the senior staff at US Army Recruiting Command, the Commandant and SGM of the Recruiting and Retention School (RRS), and RRS Faculty regarding the premise: “the process of character development within the Army Profession begins with recruiting” (ref 1.e.; slides 3, 4).

1) In those conversations, there was agreement that recruiting should focus on attracting prospective Soldiers who are motivated to join the Army Profession as a calling to honorable service. At the same time, incentives and benefits are important and must be part of the equation.

2) The Army’s strategic recruiting message to the American people must be both inspirational and pragmatic. Similarly, certified recruiters represent the Army to the youth of America and their families; as such, they must understand and practice transformational leadership and be technically competent in the details of regulations, incentives, and the qualification criteria for entry into the Army Profession.

3) The nature of Army Recruiting is not well understood across the total Force. To assist officers and NCOs with situational understanding of this important function, the recruiting process should be included in appropriate course work (e.g., “How the Army Runs”) in intermediate and senior level PME. Integration of recruiting within current curriculum should not increase the course-load within the POIs.

b. Discussions then transitioned to the meeting with US Army Cadet Command (FKKY, Mar 17). The purpose was to explore key tenets of the framework for character development in the institutional domain (slides 5, 6). To explore the validity of these tenets, CAPE met with the USACC Vice-Provost for Academic Affairs and Leader Development and Education; Chief, Cadre and Faculty Development Division; and

Faculty Development Instructors. These individuals are collectively responsible for the foundational, intermediate level, and advanced ROTC instructor/facilitator courses. As a starting point, all agreed that the Army Leader Development Strategy must simultaneously develop character, competence, and commitment.

1) In this light, character development is a continuous process relying on contribution from the institutional, operational, and self-development domains. The goal of character development is to strengthen the ability and resolve of *Trusted Army Professionals* to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions. As such, the content of the programs of instruction should include experiential, activity-based learning to teach creative and critical thinking with integrated ethical reasoning.

2) To achieve this goal, Army leaders commanding and directing Army schools must connect the curriculum design and development (training developers) to the curriculum implementation (instructors). Curriculum developers and instructors must be taught why and how to simultaneously develop character, competence, and commitment. Finally, instructors (direct leaders) must be prepared and certified to exercise transformational leadership, providing coaching, counseling, and mentoring to inspire learners (followers) to include ethical considerations in performance of duty.

3) All agreed that character development transcends the classroom and applies in field training and operations, as well. Therefore, every leader is an instructor (and vice-versa). This principle must be taught throughout PME/CES. Consequently, the framework for character development applies simultaneously in the institutional, operational, and self-development domains.

4) There was support for the suggestion from USACC that CAPE should prepare an "Instructor's (Direct Leader's) Handbook" that explains how to achieve this goal in education and training activities. The intent is to demonstrate the application of the principles of Mission Command and the Army Ethic in guiding trusted Army professionals in making right decisions and taking right actions. Illustrations would include integration of ethical reasoning in military design, decision making, problem solving, planning, etc. These examples will help to forge the logical linkage among ADRP 1 (June 2015), ADRP 6-22 (August 2012), and TRADOC Pam 525-8-2 (April 2017). It is also important to be aware of and synchronize activity covered by "Religious Support and Internal Advisement" (ATP 1-05.04, March 2017).

5) Implementation of this approach requires updating of Army guidance applicable to PME/CES, organizational training, and self-development. Army and TRADOC publications must direct that curriculum developers, faculty developers, and faculty understand why and how to achieve simultaneous development in character, competence, and commitment.

ATZL-MCE

SUBJECT: The Army Character Development Project Team, 7th Meeting (Telecon), 06 April 2017 (1500 -1630 EST)

c. The final agenda item generated discussion of the Army White Paper (Final DRAFT), “The Army’s Framework for Character Development” – including the proposed implementation initiatives and the path forward (slides 7–11).

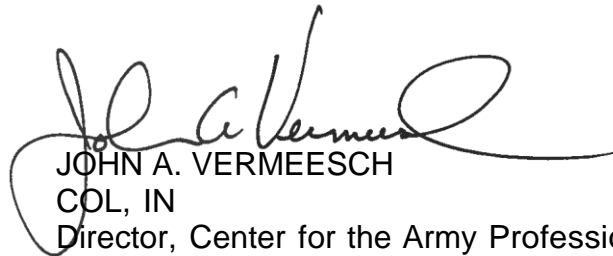
1) The initial assumptions, identified in the mission analysis, were validated through the literature review and in consultation with subject matter experts throughout the total Force and in academia. Based on work to date, the Army’s framework for character development is described as the ALDS implemented IAW the Army Ethic at all levels of leadership (direct, organizational, and strategic).

2) Successful implementation requires an Army culture of trust, ethical organizational climates, and individual acceptance of our shared identity as trusted Army professionals. Strategic leaders must establish conditions that strengthen the Army culture of trust; organizational leaders must establish, assess, and sustain a professional, ethical climate where all are inspired and expected to live by and uphold the Army Ethic; and direct leaders and followers must embrace their identity and commit to life-long learning and professional development.

3) To support this vision, the White Paper advances a set of initiatives to be implemented by the chain of command under the guidance of the APLDF and in coordination with the HDSC. The implementation plan includes design and operation of an assessment system to evaluate the effectiveness of the framework within Army culture, organizations, and individual professional development.

4) The path forward requires adjudication of comments received from the field in final staffing (s: 19 April 2017); preparation and forwarding of the signature draft (1 May 2017); publication of the approved document (14 June 2017), implementation of initiatives through the chain of command (beginning 4th QTR FY17), and assessment of success (FY18 and continuing). The APLDF will coordinate implementation and assessment activity in cooperation with the HDSC.

Encl (Meeting Slides)



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