

# Military Publications addressing *Character* or *Character Development*\*

as of 12 Jan 2016

\*This list is not inclusive. Please provide recommended additions or modifications to explanatory notes to Mr. Frank Licameli, CTR, CAPE:

[francis.c.licameli.ctr@mail.mil](mailto:francis.c.licameli.ctr@mail.mil) 845-938-0828, DSN 688-

Title	Date	URL	Reference to Character or Character Development
<b>Army Directives – Secretary of the Army policy memoranda</b>			
Army Directive 2014-06 (Qualitative Management Program)	Apr 2014	<a href="http://www.apd.army.mil/pdffiles/ad2014_06.pdf">http://www.apd.army.mil/pdffiles/ad2014_06.pdf</a>	19-10. b. ... Correspondence that criticizes or reflects on the <b>character</b> , conduct, or motives of any other Soldier will not be provided to the board.
Army Directive 2014-23 (Conduct of Screening and Background Checks For Individuals Who Have Regular Contact With Children in Army Programs)	Sep 2014	<a href="http://www.apd.army.mil/pdffiles/ad2014_23.pdf">http://www.apd.army.mil/pdffiles/ad2014_23.pdf</a>	2. ... Everyone who regularly interacts with children must be of <b>good character</b> , ...
<b>DA Memorandums - Department of the Army policy publication</b>			
DA Memo 600–2 (Policies and Procedures for Active-Duty List Officer Selection Boards)	Sep 2006	<a href="http://www.apd.army.mil/pdffiles/m600_2.pdf">http://www.apd.army.mil/pdffiles/m600_2.pdf</a>	8. c. The decisions of the board will be weighed in terms of each officer’s <b>demonstrated character</b> and performance and the potential of that officer for further outstanding service. 8. c. (5). The board will consider manner of performance, professional attributes, and quality of <b>character</b> expected of a commissioned officer as shown on evaluation reports. 8. c. (6). (a). <i>Integrity and character</i> . These attributes constitute the real foundation of successful leadership. Officers must set a positive personal example and demonstrate an unequivocal commitment to the values of the professional Army ethic as outlined in DA Pam 600–3. Absolute integrity of word, deed, and signature is a matter that permits no compromise. An officer who has sacrificed his or her integrity has forfeited the respect and trust of those with whom he or she serves. F-1. j. (3). The board must be aware that evidence of many of the attributes identified in this DA memo framework may be difficult to identify in civilian records (for example, concern for Soldiers and families, integrity and <b>character</b> ).
DA Memo 600-4 (Policies and Procedures for Reserve Components Officer Selection Boards)	Feb 2004	<a href="http://www.apd.army.mil/pdffiles/m600_4.pdf">http://www.apd.army.mil/pdffiles/m600_4.pdf</a>	10. c. The decisions of the board will be weighed in terms of each officer’s <b>demonstrated character</b> and performance and the potential of that officer for further outstanding service ... 10. c. (5). / 10. c. (6). (a). – SAME AS DA Memo 600-2.

Title	Date	URL	Reference to Character or Character Development
<b>Army Regulations</b>			
Army Regulation 1–15 (Civilian Aides to the Secretary of the Army)	Apr 2008	<a href="http://www.apd.army.mil/pdffiles/r1_15.pdf">http://www.apd.army.mil/pdffiles/r1_15.pdf</a>	2-3. a. Is a United States citizen of <b>outstanding character</b> , integrity, and patriotism.
Army Regulation 5–22 (The Army Force Modernization Proponent System)	Oct 2015	<a href="http://www.apd.army.mil/pdffiles/r5_22.pdf">http://www.apd.army.mil/pdffiles/r5_22.pdf</a>	Table 2 – designates CG CAC/CAPE as Army proponent for Army Profession, the Army Ethic, and <b>Character Development</b> .
Army Regulation 20–1 (Inspector General Activities and Procedures)	Nov 2010	<a href="http://www.apd.army.mil/pdffiles/r20_1.pdf">http://www.apd.army.mil/pdffiles/r20_1.pdf</a>	7-1. f. Unfavorable information is any derogatory information that reflects negatively on an individual’s <b>character</b> , integrity, trustworthiness, or reliability
Army Regulation 25-6 (Military Auxiliary Radio System and Amateur Radio Program)	Jan 2014	<a href="http://www.apd.army.mil/pdffiles/r25_6.pdf">http://www.apd.army.mil/pdffiles/r25_6.pdf</a>	3-1. a. (1) (e) - Of <b>good moral character</b>
Army Regulation 27–10 (Military Justice)	Oct 2011	<a href="http://www.apd.army.mil/pdffiles/r27_10.pdf">http://www.apd.army.mil/pdffiles/r27_10.pdf</a>	3-6. a. ... the interests of the Army are compelling when the record of nonjudicial punishment reflects unmitigated moral turpitude or lack of integrity, patterns of misconduct, or evidence of serious <b>character deficiency</b> or substantial breach of military discipline ... 3-14. (3) The <b>character</b> and military record of the Soldier. 17-18. ... or to expert or <b>character</b> witnesses. B-2. o. ... witnesses who would testify about your good past military record or <b>character</b> ? C-2. b. (1). (c). ... not necessarily an endorsement of the attorney’s capability or <b>character</b> .
Army Regulation 27–26 (Rules of Professional Conduct for Lawyers)	May 1992	<a href="http://www.apd.army.mil/pdffiles/r27_26.pdf">http://www.apd.army.mil/pdffiles/r27_26.pdf</a>	RULE 3.6 (b) (1) the <b>character</b> , credibility, reputation, or criminal record of a party, suspect in a criminal investigation, or witness
Army Regulation 27–40 (Litigation)	Sep 1994	<a href="http://www.apd.army.mil/pdffiles/r27_40.pdf">http://www.apd.army.mil/pdffiles/r27_40.pdf</a>	Prohibited Personnel Practice p. 53 ... evaluation of the work performance, ability, aptitude, or general qualifications of the individual, or an evaluation of the <b>character</b> , loyalty, or suitability of such individual.
Army Regulation 40–58 (Warrior Care and Transition Program)	Mar 2015	<a href="http://www.apd.army.mil/pdffiles/r40_58.pdf">http://www.apd.army.mil/pdffiles/r40_58.pdf</a>	2-9. c. ... Approaching life’s challenges in a positive, optimistic way by demonstrating self control, stamina, and <b>good character</b> with choices and actions. 2-9. f. ... An individual’s spirituality draws upon personal,

Title	Date	URL	Reference to Character or Character Development
			philosophical, psychological, and/or religious teachings, and forms the basis of their <b>character</b> ."
Army Regulation 135–100 (Appointment of Commissioned and Warrant Officers of the Army)	Sep 1994	<a href="http://www.apd.army.mil/pdffiles/r135_100.pdf">http://www.apd.army.mil/pdffiles/r135_100.pdf</a>	1-6. e. <b>Character</b> . Each applicant must be of <b>good moral character</b> "
Army Regulation 135–175 (Separation of Officers)	Feb 1987	<a href="http://www.apd.army.mil/pdffiles/r135_175.pdf">http://www.apd.army.mil/pdffiles/r135_175.pdf</a>	2-9. Retention of officers substandard in performance of duty or conduct, <b>deficient in character</b> , or otherwise unsuited for military service.
Army Regulation 140–111 U.S. (Army Reserve Reenlistment Program)	May 2007	<a href="http://www.apd.army.mil/pdffiles/r140_111.pdf">http://www.apd.army.mil/pdffiles/r140_111.pdf</a>	1-28. a. Headquarters, Department of the Army policy extends the privilege of reenlisting only to personnel of — (1) <b>High moral character</b> . (2) Professional competence. (3) Demonstrated adaptability to the requirements of the professional Soldier’s moral code. Table 4-2. Nonwaivable moral and administrative disqualifications. Rule C. Questionable <b>moral character</b> , including a history of antisocial behavior, sexual perversion, or having frequent difficulties with law enforcement agencies.
Army Regulation 140-50 (Officer Candidate School, Army Reserve)	Oct 1999	<a href="http://www.apd.army.mil/pdffiles/r140_50.pdf">http://www.apd.army.mil/pdffiles/r140_50.pdf</a>	2-10. - The many and varied positions that an officer may fill, both at home and abroad, require very high personal integrity and <b>moral character</b> . ... Determine that the personal conduct and <b>character</b> of the soldier are, at the time the waiver is being considered, above question.
Army Regulation 145–1 (Senior Reserve Officers’ Training Corps Program: Organization, Administration, and Training)	Jul 1996	<a href="http://www.apd.army.mil/pdffiles/r145_1.pdf">http://www.apd.army.mil/pdffiles/r145_1.pdf</a>	3-7. <b>Character</b> - Applicants must be of <b>good moral character</b> , as normally substantiated by no record of disciplinary problems or civil convictions.
Army Regulation 145–2 (Organization, Administration, Operation, and Support)	Feb 2000	<a href="http://www.apd.army.mil/pdffiles/r145_2.pdf">http://www.apd.army.mil/pdffiles/r145_2.pdf</a>	4-8. a. (1) Be of <b>good moral character</b> and have the mental ability, positive attitude, physical appearance... 4-8. a.(6) Have no personal habits or <b>character traits</b> that are questionable from a security, stability, or social standpoint ... 5-5 d. <b>Conduct and character</b> . The student must maintain an acceptable standard of conduct and be of <b>good moral character</b> .

Title	Date	URL	Reference to Character or Character Development
			<p>5-10. a. (4). Exhibits undesirable <b>character traits</b>, such as—  <i>(a)</i> Lying, cheating, or stealing.  <i>(b)</i> Unauthorized possession or use of illegal drugs or substances.  <i>(c)</i> Conviction or adjudication as a juvenile offender for committing an offense that could lead to imprisonment.  <i>(d)</i> Frequent incidents of a discreditable nature with civil or school authorities or other similar acts.</p> <p>Table 8-1. Selection criteria and point weights - Demonstrated qualities of discipline, courtesy, and <b>character</b>, and consistently demonstrated potential qualities as an officer (100 of 300 pts).</p> <p>8-10. b. (3). Have demonstrated qualities of dependability and <b>good character</b> ...</p> <p>8-12. b. (1). (a)./ 8-15. b. (5). Have demonstrated outstanding qualities in military leadership, discipline, <b>character</b>, and citizenship.</p> <p>Glossary. Military Institute Schools. ... have as their objective the development of the students' <b>character</b> through military training, and the regulation of the students' conduct in accordance with the principles of military standards similar to those maintained at military service academies.</p>
Army Regulation 165–1 (Army Chaplain Corps Activities)	Jun 2015	<a href="http://www.apd.army.mil/pdffiles/r165_1.pdf">http://www.apd.army.mil/pdffiles/r165_1.pdf</a>	<p>9-9. b. Based on the commander's intent, Moral Leadership Training (MLT) applies Army values, the enduring social commitments embodied in our nation's founding documents, applicable legal statutes, military regulations, professional standards and traditions, and related concepts to enhance moral standards and resilience, <b>strengthen character</b>, promote American identity, and empower leaders with credibility.</p> <p>9-10. b. The chaplain, as the commander's advisor in matters of morals and morale as affected by religion, is the principal staff officer for this program. In MLT, the chaplain and religious affairs specialist utilize values integral to the Profession of Arms, tools from a variety of human dimension disciplines, religious and spiritual factors related to ethical decisionmaking, and <b>character development</b>.</p>

Title	Date	URL	Reference to Character or Character Development
Army Regulation 190–30 (Military Police Investigations)	Nov 2005	<a href="http://www.apd.army.mil/pdffiles/r190_30.pdf">http://www.apd.army.mil/pdffiles/r190_30.pdf</a>	2-1. n. ... personnel selected for the program must be of such <b>character</b> , integrity, good judgment and self-discipline that they can withstand rigorous scrutiny, ...
Army Regulation 190-56 (The Army Civilian Police and Security Guard Program)	Mar 2013	<a href="http://www.apd.army.mil/pdffiles/r190_56.pdf">http://www.apd.army.mil/pdffiles/r190_56.pdf</a>	2-1. <b>Basic character traits</b> of honesty, courtesy, tact, cooperation, personal appearance, and bearing are important factors required of [Army] [C]ivilian police and security guards. Personal qualities of good conduct and <b>character</b> , integrity, dependability, and good mental and physical fitness also are required of such personnel. 3-3. b. All personnel performing DACP/SG or CSG duties will be continuously evaluated to determine if their <b>character</b> , trustworthiness, and fitness are consistent with the high standards expected of law enforcement and security professionals.
Army Regulation 195–3 (Acceptance, Accreditation, and Release of United States Army Criminal Investigation Command Personnel)	Apr 1987	<a href="http://www.apd.army.mil/pdffiles/r195_3.pdf">http://www.apd.army.mil/pdffiles/r195_3.pdf</a>	2-2.a. (3) <b>Suitable character</b> , integrity, reputation, sobriety, discretion, and stability as established by a completed SBI and by any other information developed during application processing. 2-8. Accreditation files. a. (7). <b>Character</b> investigation data. 4-1.b. At the sole discretion of the CG, USACIDC, any individual who is considered substandard in performance or conduct, deficient in <b>character</b> , or otherwise unsuited for the CID Program will not be accepted or retained. 4-2.b. (4). Lack of <b>character</b> or moral integrity necessary for the proper performance of criminal investigative or other CID Program duties. App B-3. D. (6). Description of major incidents in life that have affected the applicant’s personality, <b>character</b> , or outlook on life in general. App B-5. Information relating solely to the <b>character</b> , integrity, or suitability of the applicant will normally be afforded the protective covering of “For Official Use Only”.

Title	Date	URL	Reference to Character or Character Development
Army Regulation 195-6 (Department of the Army Polygraph Activities)	Sep 1995	<a href="http://www.apd.army.mil/pdffiles/r195_6.pdf">http://www.apd.army.mil/pdffiles/r195_6.pdf</a>	<p>1-6. f. The polygraph may be used to examine the following:            (2) (c) Serious credible derogatory information which cannot be resolved in any other manner on alleged <b>poor character</b>, untrustworthiness, unreliability ...</p> <p>2-1. Preparation and submission of polygraph examination requests b. For intelligence and counterintelligence investigations ... (1) (c) ... credible derogatory data on alleged <b>poor character</b>, untrustworthiness ...</p> <p>3-1. a. (4) Screened through a background or <b>character</b> investigation as being <b>a sound and moral person</b>.</p>
Army Regulation 210–26 (United States Military Academy)	Dec 2009	<a href="http://www.apd.army.mil/pdffiles/r210_26.pdf">http://www.apd.army.mil/pdffiles/r210_26.pdf</a>	<p>1-5. The mission of the USMA is to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader <b>of character</b> committed to ...</p> <p>1-11.c. Take final action in separation cases involving third and fourth class cadets for major misconduct, honor, conduct, and undesirable habits or <b>traits of character</b>.</p> <p>1-13.f. Take final action in separation cases involving third and fourth class cadets where major misconduct, honor, conduct, and undesirable habits or <b>traits of character</b> are not the cause for separation, and where an honorable discharge is awarded.</p> <p>3-5.c. <b>Character</b>. A candidate must be of <b>good moral character</b>.</p> <p>3-6b. <b>Demonstrated character</b> and leadership potential.</p> <p>5-3.a. who have demonstrated proper moral-ethical qualities, leadership, and <b>character</b> may receive a diploma ...</p> <p>6-9. Cadets are required to act as leaders of <b>character</b>.</p> <p>6-23.b. (3). The cadet has <b>demonstrated character</b> or behavior characteristics not compatible with satisfactory continued service as a cadet or as an officer in the United States Army.</p> <p>Table 7-2 Note 1. involving third and fourth class cadets for honor violations, undesirable habits or <b>traits of character</b>, misconduct, and conduct deficiency.</p>
Army Regulation 215–3 Nonappropriated Funds Instrumentalities Personnel Policy	Sep 2015	<a href="http://www.apd.army.mil/pdffiles/r215_3.pdf">http://www.apd.army.mil/pdffiles/r215_3.pdf</a>	<p>2-20.j. (1). The supervisor is responsible for determining whether the employee’s performance or <b>character traits</b> are such as to warrant separation. ... (2). ... the employee’s</p>

Title	Date	URL	Reference to Character or Character Development
			performance, general <b>character traits</b> or capacity, are not such as to fit him or her for satisfactory service ...
Army Regulation 215–4 (Nonappropriated Fund Contracting)	Jul 2008	<a href="http://www.apd.army.mil/pdffiles/r215_4.pdf">http://www.apd.army.mil/pdffiles/r215_4.pdf</a>	1-11. a. In selecting contracting officers, the appointing official shall consider the complexity and dollar value of the acquisitions to be assigned and the contracting professional's experience, training, education, business acumen, judgment, <b>character</b> , and reputation.
Army Regulation 340–21 (The Army Privacy Program)	Jul 1985	<a href="http://www.apd.army.mil/pdffiles/r340_21.pdf">http://www.apd.army.mil/pdffiles/r340_21.pdf</a>	5-5. i. (1) (b) ... hamper the inclusion of comments and evaluations concerning the performance qualification, <b>character</b> , identity, and propensities of the informant; ...
Army Regulation 350–1 (Army Training and Leader Development)	Aug 2014	<a href="http://www.apd.army.mil/pdffiles/r350_1.pdf">http://www.apd.army.mil/pdffiles/r350_1.pdf</a>	3-32.a. Pre-commissioning/pre-appointment sources share a common goal that each graduate possess the <b>character</b> , leadership, integrity, and other attributes essential to a career of exemplary service to the nation. 3-33.b. (2). USMA. Educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of <b>character</b> committed to the values of Duty, Honor, Country, and prepared for a career of professional excellence and service to the Nation as an officer in the U.S. Army. (3) OCS. Train, educate, and commission officers in order to provide the Army with leaders of <b>character</b> who live by the Warrior Ethos and Army values. (4) NGB OCS. Train, educate, and commission officers in order to provide the Army with leaders of <b>character</b> who live by the Warrior Ethos and Army values. G-11.d. (4). (a). be of <b>excellent character</b> and of such good habits that there is no doubt of the individuals discretion or good judgment in handling classified information ... Glossary. Education. It is also developing an employee's general knowledge, capabilities, and <b>character</b> through exposure of learning theories, concepts, and information.
Army Regulation 350-51 (US Army Officer Candidate School)	Jun 2001	<a href="http://www.apd.army.mil/pdffiles/r350_51.pdf">http://www.apd.army.mil/pdffiles/r350_51.pdf</a>	1-5. h. Be of <b>good moral character</b> . It cannot be concluded that a person is of <b>good moral character</b> during the pendency of a suspension of favorable personnel action under AR 600–8–2.

Title	Date	URL	Reference to Character or Character Development
Army Regulation 350-53 Comprehensive Soldier and Family Fitness	Jun 2014	<a href="http://csf2.army.mil/supportdocs/r350_53.pdf">http://csf2.army.mil/supportdocs/r350_53.pdf</a>	<p>2–3. Emotional dimension. Approaching life’s challenges in a positive, optimistic way by demonstrating self-control, stamina, and <b>good character</b> with your choices and actions. ... The GAT assesses one’s ability to approach life’s challenges in a positive, optimistic way and to demonstrate self-control, stamina, and <b>good character</b> in choices and actions.</p> <p>2–5. Spiritual dimension. An individual’s spirituality draws upon personal, philosophical, psychological, and/or religious teachings or beliefs, and forms the basis of their <b>character</b>.</p> <p>3-2. g. (1). (b). <i>Resilience and performance enhancement training for Basic Officer Leaders Course/Warrant Officer Basic Course</i>. This series of modules introduces resilience skills (seven thinking skills, <b>character strengths</b>, active constructive responding, effective communication, and optimism), and two performance skills (goal setting and energy management).</p> <p>3-2. g. (2). (b) <i>Resilience training for Warrior Leader Course</i>. This series of modules introduces resilience skills (seven thinking skills, <b>character strengths</b>, active constructive responding, effective communication, and optimism) and two performance enhancement skills (energy management and goal setting).</p>
Army Regulation 351–17 (US MILITARY ACADEMY AND US MILITARY ACADEMY PREPARATORY SCHOOL ADMISSIONS PROGRAM)	Jun 1977	<a href="http://www.apd.army.mil/pdffiles/r351_17.pdf">http://www.apd.army.mil/pdffiles/r351_17.pdf</a>	2. General. ... each graduate will have the <b>character</b> , leadership, and other attributes essential to progressive and continuing development ...
Army Regulation 380–5 (Department of the Army Information Security Program)	Sep 2000	<a href="http://www.apd.army.mil/pdffiles/r380_5.pdf">http://www.apd.army.mil/pdffiles/r380_5.pdf</a>	<p>C.7.2. 7.2.2. All material that comments on the quality, <b>character</b>, or attitude of a serving foreign government official.</p> <p>C.7.2. 7.2.3. All unpublished, adverse comments by U.S. officials on the competence, <b>character</b>, attitudes, or activities of a serving foreign government official.</p>
Army Regulation 380–67 (Personnel Security Program)	Jan 2014	<a href="http://www.apd.army.mil/pdffiles/r380_67.pdf">http://www.apd.army.mil/pdffiles/r380_67.pdf</a>	2-9. The BI normally covers a 5-year period and consists of ... <b>character</b> references

Title	Date	URL	Reference to Character or Character Development
			<p>2-13. b. ... to resolve or clarify any information which may impugn the subject's <b>moral character</b>, threaten the subject's future Federal employment ...</p> <p>B-4. g. references ... have personal knowledge concerning the individual's <b>character</b>, discretion, and loyalty.</p> <p>L-4. c. ... avoid discussing other U.S. employees' habits, <b>character</b>, or other matters that reveal weaknesses or idiosyncrasies.</p>
Army Regulation 600-3 (The Army Personnel Development System)	Feb 2009	<a href="http://www.apd.army.mil/pdffiles/r600_3.pdf">http://www.apd.army.mil/pdffiles/r600_3.pdf</a>	2-21. d. Development describes the process of developing people mentally, morally, and physically. This includes both <b>character</b> and leadership <b>development</b> , education, and training.
Army Regulation 600-8-19 (Enlisted Promotions and Reductions)	Dec 2015	<a href="http://www.apd.army.mil/pdffiles/r600_8_19.pdf">http://www.apd.army.mil/pdffiles/r600_8_19.pdf</a>	<p>1-23. a. - The Army will endorse posthumous and honorary promotions and appointments under 10 USC 1563 where the candidate exhibits <b>character</b> and exemplary conduct...</p> <p>4-5. d. The following documents will not be given to the board - (2). Correspondence that criticizes or reflects on the <b>character</b>, conduct, or motives of any other Soldier.</p> <p>5-10. c. <i>Communications with selection boards.</i> (1). A Soldier ... may write ... [However] Such letters may not contain any adverse comments concerning the <b>character</b>, conduct, or motives of any other person, or criticize any other Soldier.</p> <p>7-32. b. The following documents are not authorized and will not be given to the board. (2). Correspondence that criticizes or reflects on the <b>character</b>, conduct, or motives of any Soldier.</p>
Army Regulation 600-8-22 (Military Awards)	Jun 2015	<a href="http://www.apd.army.mil/pdffiles/r600_8_22.pdf">http://www.apd.army.mil/pdffiles/r600_8_22.pdf</a>	<p>2-9. Prisoner of War Medal g. Cases involving questionable <b>character</b> of service or misconduct during captivity ...</p> <p>Table 2-2. Steps for processing award of the Prisoner of War Medal Step 3. Confirms Soldier's <b>character</b> of service and conduct during captivity ...</p> <p>4-6. a. The immediate commander evaluates the Soldier's <b>character</b> as above reproach.</p> <p>8-13/8-14. ... an individual must have been rated excellent in <b>character</b> and efficiency and ...</p>

Title	Date	URL	Reference to Character or Character Development
			Glossary. Military merit. Demonstrated conduct or <b>character</b> deserving of recognition.
Army Regulation 600–20 (Army Command Policy)	Nov 2014	<a href="http://www.apd.army.mil/pdffiles/r600_20.pdf">http://www.apd.army.mil/pdffiles/r600_20.pdf</a>	5-6. Accommodating religious practices. i. Requests for accommodation. (5) ... documents pertaining to the <b>character</b> of the Soldier's service ...
Army Regulation 600–55 (The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing))	Jun 2007	<a href="http://www.apd.army.mil/pdffiles/r600_55.pdf">http://www.apd.army.mil/pdffiles/r600_55.pdf</a>	App F Evaluation for selecting instructors and examiners. F-1. Criteria. ... Commanders ... should consider a number of factors to obtain the best qualified personnel. These include technical knowledge, experience, and <b>character</b> .
Army Regulation 600–85 (The Army Substance Abuse Program)	Dec 2012	<a href="http://www.apd.army.mil/pdffiles/r600_85.pdf">http://www.apd.army.mil/pdffiles/r600_85.pdf</a>	4-9. Drug testing coordinator c. Observers must – (3) Possess <b>unimpeachable moral character</b> and sufficient maturity to preserve the dignity of the Soldier being tested. 9-5 Army Substance Abuse Program staff training certifications. e. The [drug testing coordinators] DTCs must be of unimpeachable <b>moral character</b> ... 9-6 Battalion/Unit Prevention leader... a. Qualifications-military personnel (4). Possess unimpeachable <b>moral character</b> . 9-7 Collection site personnel ... a. Qualifications (4). Possess unimpeachable <b>moral character</b> .
Army Regulation 600–100 (Army Leadership)	Mar 2007	<a href="http://www.apd.army.mil/pdffiles/r600_100.pdf">http://www.apd.army.mil/pdffiles/r600_100.pdf</a>	1-4. Leadership overview. c ...leaders are innovative, adaptive, and situationally aware professionals who demonstrate <b>character</b> in everything that they do ... Glossary. Pentathlete. ... professionals demonstrate <b>character</b> in everything that they do ... set the standard for ... <b>character</b> .
Army Regulation 601–1 (Assignment of Enlisted Personnel to the U.S. Army Recruiting Command)	Oct 2007	<a href="http://www.apd.army.mil/pdffiles/r601_1.pdf">http://www.apd.army.mil/pdffiles/r601_1.pdf</a>	2-2. ... all USAREC Soldiers must have <b>high moral character</b> , emotional and financial stability ...
Army Regulation 601–20 (The Interservice Physician Assistant Training Program)	Aug 2009	<a href="http://www.apd.army.mil/pdffiles/r601_20.pdf">http://www.apd.army.mil/pdffiles/r601_20.pdf</a>	3-2. a. (3) Letters of recommendation should address the applicant's duty performance, competency, oral and written expression, motivation, <b>character</b> , maturity, and potential for successful completion of training.
Army Regulation 601–50 (Appointment of Temporary)	Dec 1987	<a href="http://www.apd.army.mil/pdffiles/r601_50.pdf">http://www.apd.army.mil/pdffiles/r601_50.pdf</a>	Section III - 9. e. <b>Character</b> . Each applicant must have <b>high moral character</b> and good personal qualifications ...

Title	Date	URL	Reference to Character or Character Development
Officers in the Army of the United States Upon Mobilization)			
Army Regulation 601–100 (Appointment of Commissioned and Warrant Officers in the Regular Army)	Nov 2006	<a href="http://www.apd.army.mil/pdffiles/r601_100.pdf">http://www.apd.army.mil/pdffiles/r601_100.pdf</a>	1-12. <b>Character</b> - An original appointment as a commissioned officer in the RA may be given only to a person who is of <b>good moral character</b> (see 10 USC 532(a)(3)).
Army Regulation 601–141 (US Army Health Professions Scholarship, Financial Assistance, and Active Duty Health Professions Loan Repayment Programs)	Sep 2006	<a href="http://www.apd.army.mil/pdffiles/r601_141.pdf">http://www.apd.army.mil/pdffiles/r601_141.pdf</a>	2-3. Obligation g. Program participation ... (2) A participant is ineligible for stipend and other entitlements upon— (d) Being dropped from the program by [The Surgeon General] TSG for deficiency in conduct, in studies, in <b>moral or personal character</b> , or for other reasons.
Army Regulation 601–210 (Active and Reserve Components Enlistment Program)	Feb 2011	<a href="http://www.apd.army.mil/pdffiles/r601_210.pdf">http://www.apd.army.mil/pdffiles/r601_210.pdf</a>	Chap 4 Waivable and Nonwaivable Enlistment Criteria. 4-2. Conduct and administrative disqualifications e. Suitability ... (1) Applicants with ... questionable ... <b>character</b> ... must have a suitability review ... 4-22. Nonwaivable medical, conduct, and administrative disqualification. The following disqualifications cannot be waived: c. Questionable conduct [or] <b>character</b> . 4-34. Pending charges-civil restraint Recruiting personnel will not— c. Process any person who has a doubtful criminal status. ... [or] information ... indicates the applicant’s <b>character</b> may be questionable. ... clarification must be obtained through the chain of command ... [regarding] “questionable <b>conduct character</b> ” [sic]. 9-4. Counseling on waivers [for enlistment] affecting options. a. Options that require security clearance may require that persons have no record of civil offenses or records reflecting adversely on the person’s <b>character</b> . 9-14. Enlistment Program 9H, Army Reserve Officers’ Training Corps/Simultaneous Membership Program. e. <i>Applicants must—</i> (3) Be of <b>good moral character</b> as evidenced by record in home community.

Title	Date	URL	Reference to Character or Character Development
Army Regulation 601–270 (Military Entrance Processing Station (MEPS))	Mar 2007	<a href="http://www.apd.army.mil/pdffiles/r601_270.pdf">http://www.apd.army.mil/pdffiles/r601_270.pdf</a>	<p>1-1. Purpose. b. The primary mission of the MEPS is to— (1) perform background screening to ensure <b>moral character</b> provisions are met for enlistment in the military services according to the eligibility standards established by the services.</p> <p>Section III. Determination of Moral Qualifications and Waivers.</p> <p>9-15. Initial screening. a. Individuals will be screened to ensure that only those qualified are processed ... Registrants are unacceptable when they have exhibited a record of ... anti-social behavior, alcoholism, other drug abuse, sexual misconduct, or questionable <b>moral character</b>.</p> <p>9-16. Verification of self-admitted charges. ... Registrants will be advised at the time of the moral waiver interview that they can aid the reviewing authority in making a proper decision by providing a letter of <b>character</b> reference from reputable citizens.</p> <p>9-17 Preparation of DA Form 2981 (Application for Determination of Moral Eligibility for Induction). n. <i>Item 12.</i> (1) Describe any unsuccessful attempts to obtain offense verification or <b>character references</b>. (2) The following additional information is to be included, as appropriate. (b) Explain unusual acts which might indicate a questionable behavioral or <b>character disorder</b>.</p> <p>D-2. Enlisted assignment qualifications. <i>h. Personal character.</i> No record of convictions by courts-martial or civil authority. An individual with an identified drug or alcohol problem will not be assigned to a MEPS. No record of non-judicial punishment under UCMJ, within the last 3 years.</p>
Army Regulation 614–200 (Enlisted Assignments and Utilization Management)	Feb 2009	<a href="http://www.apd.army.mil/pdffiles/r614_200.pdf">http://www.apd.army.mil/pdffiles/r614_200.pdf</a>	<p>6-3. The Intelligence Career Program d. Soldiers may be suspended from duties in CMF 35 ... for the following reasons: (3) Exhibiting <b>character deficiencies</b>, including indiscretions or improprieties ...</p> <p>6-6. The Army Bands Career Program i. (4). Soldiers undergoing initial training for entry into the ABCP may be relieved from enrollment and removed from the program for— (f). <b>Character</b> or leadership deficiencies.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>6-9. a. Have no personal habits or <b>character traits</b> that are questionable from a security standpoint, such as financial irresponsibility, unusual foreign holdings or interest, heavy drinking, drug abuse, gambling, emotional instability, and so forth.</p> <p>7-24. Command sergeant major selection board policy d. Third party letters or letters containing criticism or reflecting upon the <b>character</b>, conduct, or motives of any individual will not be provided to the board.</p> <p>8-2. Qualification criteria k. Must have no personal habit or <b>traits of character</b> that are questionable from a security standpoint ...</p> <p>8-4. Assignment termination d. Disqualification may not necessarily be an adverse reflection on the ability or <b>character</b> of Soldiers to perform ...</p> <p>8-9. United States military entrance processing command assignments a. (4). Have excellent <b>character</b> and moral background.</p> <p>8-12. Inspector general positions b. (9). Have excellent <b>character</b>, good moral background, and emotional stability.</p> <p>8-14. Drill sergeant candidate prerequisites b. (15). &amp;</p> <p>8-19. Advanced individual training platoon sergeant candidate prerequisites b. (13). Input should include, but is not limited to, demonstrated leadership ability and potential; physical fitness; <b>character</b> and/or integrity; ...</p> <p>8-24. Eligibility. Soldiers in the grade of SFC through MSG will be assigned as 1SGs based on the following:</p> <ul style="list-style-type: none"> <li>a. Outstanding qualities of leadership.</li> <li>b. Dedication to duty.</li> <li>c. Integrity and <b>moral character</b>.</li> <li>d. Professionalism.</li> <li>e. Military occupational specialty proficiency.</li> <li>f. Appearance and military bearing.</li> <li>g. Physical fitness.</li> </ul> <p>Section III. Special Assignments. 9-6. General selection criteria. Soldiers may volunteer or be nominated provided the following</p>

Title	Date	URL	Reference to Character or Character Development
			<p>criteria are met: f. Have no personal habits or <b>character</b> traits that are questionable from a security standpoint ...</p> <p>Section IV. Nominative Assignments. 9-18. General selection criteria. Soldiers may volunteer or be nominated provided the following criteria are met: g. Have no personal habits or <b>character</b> traits that are questionable from a security standpoint ...</p>
Army Regulation 623–3 (Evaluation Reporting System)	Nov 2015	<a href="http://www.apd.army.mil/pdffiles/r623_3.pdf">http://www.apd.army.mil/pdffiles/r623_3.pdf</a>	3-7.a. (3). (b). Core leader competencies are complemented by attributes that distinguish high performing leaders of <b>character</b> . ... The Army Values, empathy, Warrior Ethos, and discipline are critical attributes that define a leader’s <b>character</b> and apply across all grades, positions, branches, and specialties.
<b>Army Doctrine Publication</b>			
ADP 1 (The Army)	Sep 2012	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp1.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp1.pdf</a>	<p>2-1. Trust is “assured reliance on the <b>character</b>, ability, strength, or truth of someone or something.”</p> <p>2-14. Three broad criteria apply to certification of Army professionals. Individuals develop certification in detail through Army branches, proponents, and Army Civilian career field programs. Certification measures competence, <b>character</b>, and commitment. For advancement, Army professionals demonstrate competence; their mastery of specific skills. <b>Character</b> ensures Army professionals use their expertise on behalf of the American people and only in accordance with the law. Commitment reflects each individual’s willingness to put the requirements of the Army and Nation above their personal goals.</p> <p>2-16. Membership is a status that is earned through certification and periodic recertification in competence, <b>character</b>, and commitment.</p> <p>2-17. Selfless service is an internalized value that determines the <b>character</b> of their time in the Army.</p> <p>2-27. Army professionals have a dual charge. On the one hand, we Army professionals defend the Nation from danger by applying landpower when and where directed by civilian authority. On the other hand, we are also citizens whose</p>

Title	Date	URL	Reference to Character or Character Development
			strength of <b>character</b> exemplifies the ideals espoused by our ethos. By living our values, we extend the <b>character</b> of our profession far beyond active service.
ADP 1-01 (Doctrine Primer)	Sep 2014	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp1_01.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp1_01.pdf</a>	1-16. Sixth, doctrine states and fosters <b>desirable character</b> traits in Soldiers and leaders. It should demand initiative, creativity, adaptability, and ethical action.
ADP 3-0 (Unified Land Operations)	Oct 2011	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp3_0.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp3_0.pdf</a>	3. The United States Army is America's sons and daughters, men and women of courage and <b>character</b> , and leaders of consequence—bonded together in a profession of Arms—organized, trained, and equipped to be the most decisive land force in the world.
ADP 3-05 (Special Operations)	Aug 2012	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp3_05.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp3_05.pdf</a>	39. Candidates are evaluated to ensure they have the <b>character</b> , commitment, and intellect to succeed in the rigorous training and education programs that follow.
ADP 6-22 (Army Leadership)	Aug 2012	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp6_22.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp6_22.pdf</a>	Foreword. As we transition to meet the challenges of an increasingly complex and uncertain environment, our Army requires intelligent, competent, physically and mentally tough leaders of <b>character</b> . ... You must internalize the Army's values, demonstrate unimpeachable integrity and <b>character</b> , and remain truthful in word and deed. Page 1. Fulfilling these purposes relies on leaders who embody values-based leadership, impeccable <b>character</b> , and professional competence. Leaders require these enduring qualities regardless of the mission or assignment, at all levels, across all cohorts. Page 5 - 6. 23. Leadership attributes are characteristics internal to a leader. <b>Character</b> is the essence of who a person is, what a person believes, how a person acts. The internalization of Army Values is one type of <b>character</b> attribute. Empathy is identifying and understanding what others think, feel and believe. Leaders of <b>character</b> who embrace the Army leader attributes and competencies will be authentic, positive leaders. While <b>character</b> relates to the internal identity of the leader, <i>presence</i> attributes relate how others see the leader and <i>intellect</i> relates

Title	Date	URL	Reference to Character or Character Development
			<p>to what abilities and knowledge the leader possesses to think and interact with others.</p> <p>25. Attributes shape how an individual behaves and learns in their environment. The leader attributes are <b>character</b>, presence and intellect. These attributes capture the values and identity of the leader (<b>character</b>); the leader’s outward appearance, demeanor, actions and words (<i>presence</i>); and the mental and social faculties the leader applies in the act of leading (<i>intellect</i>). Attributes affect the actions that leaders perform. <b>Good character</b>, solid presence and keen intellect enable the core leader competencies to be performed with greater effect.</p> <p><b>CHARACTER</b></p> <p>26. Leadership is affected by a person’s <b>character</b> and identity. Integrity is a key mark of a leader’s <b>character</b>. It means doing what is right, legally and morally. The considerations required in leader choices are seldom obvious as wholly ethical or unethical.</p> <p>PRESENCE</p> <p>28. The impression a leader makes on others contributes to success in getting people to follow. This impression is the sum of a leader’s outward appearance, demeanor, actions and words and the <b>inward character</b> and intellect of the leader.</p>
<b>Army Doctrine Reference Publication</b>			
ADRP 1 (The Army Profession)	Jun 2015	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1.pdf</a>	<p>Foreword. Our Nation’s founders created a republic in which citizens of <b>character</b> work together to establish justice, ensure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty. ... At the same time, we are citizens whose <b>Character</b>, Competence, and Commitment exemplify the ideals espoused by the Army Ethic.</p> <p>Preface. It discusses the certification criteria for Army professionals in <b>character</b>, competence, and commitment. ... This publication provides the foundation for Army training and</p>

Title	Date	URL	Reference to Character or Character Development
			<p>education curricula on the Army Profession, the Army Ethic, and <b>character development</b> of Army professionals.</p> <p>Introduction. Within the Army Profession, Army professionals earn and sustain trust by demonstrating <b>character</b>, competence, and commitment.</p> <p>1-11. An <i>Army professional</i> is a Soldier or Army Civilian who meets the Army Profession’s certification criteria in <b>character</b>, competence, and commitment.</p> <p>2-4. Within the Army Profession, we earn and reinforce trust among Soldiers, Army Civilians, and the Army Family by living the Army Ethic and consistently demonstrating our <b>character</b>, competence, and commitment.</p> <p>2-5. Stewardship includes the duty to <b>develop character</b> by educating, training, and inspiring all who serve to adhere to, internalize, and uphold the Army Ethic as their own.</p> <p>2-14. Living by and upholding the Army Ethic strengthens—</p> <ul style="list-style-type: none"> <li>Professional development in <b>character</b>, competence, and commitment.</li> </ul> <p>2-15. In our role as honorable servants of the Nation, we are professionals of <b>character</b>.</p> <p>Figure 2-4.</p> <p>The Army Ethic—our shared identity and moral principles Honorable Servants of the Nation – Professionals of <b>Character</b>:</p> <ul style="list-style-type: none"> <li>We take pride in honorably serving the Nation with integrity, <b>demonstrating character</b> in all aspects of our lives.</li> </ul> <p>2-19. To carry on requires courage, an attribute of our <b>character</b> and an Army Value.</p> <p>2-22. Within the Army Profession, progressive development and certification in <b>character</b>, competence, and commitment for Soldiers and Army Civilians is a continuous, life-long responsibility.</p> <p>2-27. The consistent demonstration of <b>character</b>, competence, and commitment, with shared understanding and intent, reinforces mutual trust.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>2-29. Living the Army Ethic is a commitment and an expectation. Specifically, the Army Ethic informs, motivates, and inspires Army Professionals to—</p> <ul style="list-style-type: none"> <li>• Seek to discover the truth, decide what is right (ethical, effective, and efficient), and demonstrate the <b>character</b>, competence, and commitment to act accordingly.</li> </ul> <p>2-31. The Army Ethic and its moral principles are essential components of the Army culture of trust. Specifically, the Army Ethic informs and guides institutional and operational policy and practice supporting—</p> <ul style="list-style-type: none"> <li>• Certification of Army professionals in <b>character</b>, competence, and commitment.</li> </ul> <p>3-3. Within the Army, <i>internal trust</i> is reliance on the <b>character</b>, competence, and commitment of Army professionals to live by and uphold the Army Ethic.</p> <p>3-4. Certification evaluates and assesses an Army professional’s—</p> <ul style="list-style-type: none"> <li>• <b>Character</b>: dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.</li> </ul> <p>3-5. An Army professional’s store of trust develops from demonstrated <b>character</b>, competence, and commitment.</p> <p>3-7. Leaders earn the trust of their team when they lead by example and demonstrate <b>character</b>, competence, and commitment.</p> <p>4-3. As Army professionals, we accept the responsibility to continuously develop others and ourselves in <b>character</b>, competence, and commitment.</p> <p>4-5. We are committed to lifelong learning and <b>character development</b>, offering and receiving coaching, counseling, and mentoring.</p> <p>4-11. Sometimes it means standing firm and disagreeing with leadership on ethical grounds. These occasions test <b>character</b>.</p> <p>5-7. The leader-human development field informs how the Army Profession inspires American citizens to volunteer and</p>

Title	Date	URL	Reference to Character or Character Development
			<p>accept a calling to honorable service that develops their professional identity and certifies them in <b>character</b>, competence, and commitment.</p> <p>5-11. <i>Certification</i> is verification and validation of an Army professional’s <b>character</b>, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard.</p> <p>5-13. The Army Profession certifies the <b>character</b>, competence, and commitment of its Soldiers and Army Civilians throughout their service.</p> <p>5-14. Intrinsically, <b>character</b> is one’s true nature including identity, sense of purpose, values, virtues, morals, and conscience. <b>Character</b>, in an operational sense, is an Army professional’s dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.</p> <p>5-19. Membership in the Army Profession is a privileged status that members earn through initial certification and progressive re-certifications in <b>character</b>, competence, and commitment.</p> <p>A-3. Climate is often driven by observed policies and practices, reflecting the leader’s <b>character</b>.</p> <p>B-13. The Army Values are inherent within the moral principles of the Army Ethic and form the basic moral building blocks of an Army Professional’s <b>character</b>.</p> <p>Glossary. Section II – Terms:  Army professional - A Soldier or Army Civilian who meets the Army Profession’s certification criteria in <b>character</b>, competence, and commitment.  Certification - Verification and validation of an Army professional’s <b>character</b>, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard.  <b>Character</b> - Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.</p>

Title	Date	URL	Reference to Character or Character Development
ADRP 1-03 (The Army Universal Task List)	Oct 2015	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1_03.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1_03.pdf</a>	5-113. They accomplish this with leadership teams that exhibit concern for the welfare of fellow Soldiers, who remain role models of <b>strong moral-ethical character</b> , who competently perform their duties, and who remain committed to the Army Values and the Army Ethic.
ADRP 3-0 (Unified Land Operations)	May 2012	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp3_0.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp3_0.pdf</a>	1-48. Soldiers whose <b>character</b> and competence represent the foundation of a values-based, trained, and ready Army.
ADRP 6-22 (Army Leadership)	Aug 2012	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp6_22.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp6_22.pdf</a>	<p>Introduction. An ideal Army leader has strong intellect, physical presence, professional competence, <b>moral character</b> and serves as a role model. ... Discover what makes a good leader: a person of <b>character</b> with presence and intellect.</p> <p><b>Part Two</b> describes the leader attributes of <b>character</b>, presence, and intellect. Chapter 3 on leader <b>character</b> covers the Army Values, empathy and the Warrior Ethos, as well as the role of ethics.</p> <p>1-27. This requires values-based leadership, impeccable <b>character</b>, and professional competence.</p> <p>1-28. The leader's <b>character</b>, presence, and intellect enable the leader to master the core leader competencies.</p> <p>1-30. The leader attributes are <b>character</b>, presence, and intellect. These attributes represent the values and identity of the leader (<b>character</b>) with how the leader is perceived by followers and others (presence), and with the mental and social faculties the leader applies in the act of leading (intellect).</p> <p><b>Character</b>, a person's moral and ethical qualities, helps a leader determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences.</p> <p>2-1. Army leaders of <b>character</b> lead by personal example and consistently serve as role models through a dedicated lifelong effort to learn and develop.</p> <p>2-9. The Army expects officers to live the Army Values as leaders of <b>character</b>.</p> <p>2-12. In short, the Army NCO is a leader of <b>strong character</b>, comfortable in every role.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>Part Two. The Army Leader: Person of <b>Character</b>, Presence, and Intellect. ... <b>Development of</b> the desired attributes associated with <b>character</b>, presence and intellect requires acknowledgement through consistent self-awareness and lifelong learning.</p> <p>Chapter 3. <b>Character</b>.</p> <p>Foundations of Army Leader <b>Character</b>.</p> <p>3-1. <b>Character</b>, comprised of a person’s moral and ethical qualities, helps determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. An informed ethical conscience consistent with the Army Values strengthens leaders to make the right choices when faced with tough issues. Army leaders must embody these values and inspire others to do the same.</p> <p>3-2. <b>Character</b> is essential to successful leadership. It determines who people are, how they act, helps determine right from wrong, and choose what is right. Elements internal and central to a leader’s core are—</p> <ul style="list-style-type: none"> <li>• Army Values.</li> <li>• Empathy.</li> <li>• Warrior Ethos and Service Ethos.</li> <li>• Discipline.</li> </ul> <p>3-11. Honor provides the moral compass for <b>character</b> and personal conduct for all members of the Army.</p> <p>3-14. Leaders of integrity do the right thing because their <b>character</b> permits nothing less.</p> <p>Page 3-5. Table 3-1. Summary of the attributes associated with <b>Character</b></p> <p><b>CHARACTER DEVELOPMENT.</b></p> <p>3-26. Becoming a person and leader of <b>character</b> is a process involving day-to-day experience, education, self-development, developmental counseling, coaching, and mentoring. While individuals are responsible for their own <b>character development</b>, leaders are responsible for encouraging,</p>

Title	Date	URL	Reference to Character or Character Development
			<p>supporting and assessing the efforts of their people. Leaders of <b>character develop</b> through continual study, reflection, experience, and feedback.</p> <p>3-27. People of <b>character</b> must possess the desire to act ethically in all situations. One of the Army leader’s primary responsibilities is to maintain an ethical climate that supports <b>development of such character</b>. When an organization’s ethical climate nurtures ethical behavior, people will think, feel, and act ethically. They will internalize the aspects of <b>sound character</b>. Leaders who are excessively negative, do not value people’s worth, and berate followers are not setting a good example.</p> <p>3-29. <b>Character development</b> affects an individual’s leader identity. Leaders lacking self-awareness will have difficulty influencing others or attaining goals related to leader growth and development. Leaders lacking a clear sense of leader identity will not want to develop or improve their leadership skills. An incomplete or inaccurate sense of identity hinders the growth of leaders. The ability to lead and inspire others begins with an understanding of oneself, which ultimately determines a leader’s <b>character</b>.</p> <p><b>CHARACTER AND BELIEFS</b></p> <p>3-31. Values and beliefs are central to <b>character</b>.</p> <p><b>CHARACTER AND ETHICS</b></p> <p>3-33. Consistently doing the right thing forges <b>strong character</b> in individuals and expands to create a culture of trust throughout the organization.</p> <p>3-35. Adopting good values and making ethical choices are essential to produce leaders of <b>character</b>.</p> <p>3-42. Making the right choice and acting on it when faced with an ethical question can be difficult. Sometimes it means standing firm and disagreeing with the boss on ethical grounds. These occasions test <b>character</b>.</p> <p>3-45. It is up to Army leaders to make values-based, ethical choices for the good of the Army and the nation. Army leaders</p>

Title	Date	URL	Reference to Character or Character Development
			<p>should have the strength of <b>character</b> to make the right choices.</p> <p>5-11. Effectively interacting with others depends on knowing what others perceive. It relies on accepting the <b>character</b>, reactions, and motives of oneself and others.</p> <p>Table 5-1. Summary of the attributes associated with <i>Intellect</i> Interpersonal tact. Conscious of <b>character</b>, reactions and motives of self and others and how they affect interactions.</p> <p>6-1. Army leaders apply <b>character</b>, presence, and intellect to the core leader competencies while guiding others toward a common goal and mission accomplishment.</p> <p>6-50. Leaders build trust with their followers and those outside the organization by adhering to the leadership competencies and demonstrating good <b>character</b>, presence, and intellect. Leaders need to be competent and have good <b>character</b> to be trusted.</p> <p><b>DISPLAYING CHARACTER.</b></p> <p>6-66. Leaders operate on instinct that has evolved from what they have seen. What leaders see others do sets the stage for what they may do. Modeling these attributes of <b>character</b> defines the leaders to the people with whom they interact. A leader of <b>sound character</b> will exhibit that <b>character</b> at all times.</p> <p>6-67. Living by the Army Values and the Warrior Ethos best displays <b>character</b> and leading by example.</p> <p>Table 6-4. Summary of the competency <i>Leads by example</i> Displays <b>character</b>.</p> <ul style="list-style-type: none"> <li>• Sets the example by displaying high standards of duty performance, personal appearance, military and professional bearing, physical fitness and ethics.</li> <li>• Fosters an ethical climate; shows good moral judgment and behavior.</li> <li>• Completes individual and unit tasks to standard, on time, and within the commander's intent.</li> <li>• Demonstrates determination, persistence, and patience.</li> </ul>

Title	Date	URL	Reference to Character or Character Development
			<ul style="list-style-type: none"> <li>• Uses sound judgment and logical reasoning.</li> </ul> <p>7-2. By living the core leader competencies and being a leader of <b>character</b> with presence and intellect, a leader can be effective over both the short- and long-term.</p> <p>7-33. Successful self-development concentrates on the key components of the leader: <b>character</b>, presence, and intellect.</p> <p>9-31. A leader's <b>character</b> and professional competence are important factors in mitigating stress for the organization and achieving mission accomplishment, despite environmental pressures and changes.</p> <p>10-24. To create such a climate, organizational leaders recognize mistakes as opportunities to learn, create cohesive teams, and reward leaders of <b>character</b> and competence with increasing responsibilities.</p> <p>10-40. Since delegation is a critical factor for success at the organizational level of leadership, leaders must know the <b>character</b> of their subordinates.</p> <p>11-30. Strategic leaders work carefully to shape the future with the means available through the diplomatic, informational, military, and economic instruments of national power, as well as their <b>character</b>, competence, and confidence.</p>
<b>Department of the Army Pamphlet</b>			
Department of the Army Pamphlet 27-9 Military Judges' Benchbook		<a href="http://www.apd.army.mil/pdffiles/p27_9.pdf">http://www.apd.army.mil/pdffiles/p27_9.pdf</a>	<p>1-1. Purpose and Scope. a. Obligations, duties, and essential characteristics of military judges [MJ]. (3) Essential characteristics (a) The judge's individual <b>character</b>, warmth, and human qualities should not be adversely affected by judicial status but should be developed fully as necessary ingredients of a proper judicial temperament.</p> <p>Section V Court Members (Contested). 2-5 Preliminary Instructions. [page a38] In performing this duty you must consider each witness's intelligence and ability to observe and accurately remember, in addition to the witness's sincerity and conduct in court, friendships, prejudices, and <b>character</b> for truthfulness.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>2-5-23. / 2-6-11. OTHER INSTRUCTIONS. ... You should consider evidence admitted as to the nature of the offense(s) of which the accused stands convicted, plus: ...</p> <p>2. The accused's good <b>military character</b>. ...</p> <p>18. <b>Character</b> evidence—testimony of _____.</p> <p>2-7-28. GUILTY PLEA— ADVICE TO ACCUSED WHEN RAISED: MENTAL RESPONSIBILITY, EVIDENCE NEGATING MENS REA, OR COMPETENCE. [page 165]</p> <p>MJ: Defense counsel, based on your investigation, do you believe the accused suffered from a mental (disease) (defect) (impairment) (condition) (deficiency) (<b>character or behavior disorder</b>) (_____) that prevented (him) (her) from (entertaining the premeditated design to kill) (forming the specific intent to _____) (knowing that _____) (acting willfully) (_____) at the time he/she committed (the) (those) charged offense(s)?</p> <p>MJ: ... You may have been sane at the time of the charged offense(s), yet, because of some underlying mental disease, defect, impairment, condition, deficiency, or <b>character or behavior disorder</b>, you may have been incapable of (entertaining the premeditated design to kill) (forming the specific intent to _____) (having knowledge that _____) (acting willfully) (_____) . Do you understand this? ...</p> <p>MJ: What, if any, mental disease, defect, impairment, condition, deficiency, or <b>character or behavior disorder</b>, were you suffering from at the time you committed (the) (those) charged offense(s)? ... [page 166] What medications were you taking at that time? What effects, if any, did the mental disease, defect, impairment, condition, deficiency, or <b>character or behavior disorder</b> and these medications have on you?</p> <p>MJ: Do you believe that, at the time of (the) (those) charged offense(s), you were suffering from a mental disease, defect, impairment, condition, deficiency, or <b>character or behavior disorder</b> that would have prevented you from (entertaining the premeditated design to kill) (forming the specific intent to _____) (having knowledge that _____) (acting willfully) (_____)? Why?</p>

Title	Date	URL	Reference to Character or Character Development
			<p>3-45-2. CARNAL KNOWLEDGE (ARTICLE 120).  d. DEFINITIONS AND OTHER INSTRUCTIONS: ... It is also no defense that the accused was ignorant or misinformed as to the true age of the child (or that the child was of <b>unchaste character</b>. ...</p> <p>3-51-1. SODOMY—NOT INVOLVING FORCE (ARTICLE 125).  d. DEFINITIONS AND OTHER INSTRUCTIONS: ... It is also no defense that the accused was ignorant or misinformed as to the true age of the child (or that the child was of <b>unchaste character</b>. ...</p> <p>3-51-2. FORCIBLE SODOMY (ARTICLE 125).  d. DEFINITIONS AND OTHER INSTRUCTIONS: ... It is also no defense that the accused was ignorant or misinformed as to the true age of the child (or that the child was of <b>unchaste character</b>. ...</p> <p>3-56-1. HOUSEBREAKING (ARTICLE 130). ... [page 746] ... you should consider all the relevant facts and circumstances, including ... (the <b>character</b>, status, and duties of the accused) ...</p> <p>3-59-1. COPYING OR USING EXAMINATION PAPER (ARTICLE 133) / 3-59-2. DRUNK OR DISORDERLY (ARTICLE 133) / 3-59-3. FAILING, DISHONORABLY, TO PAY DEBT (ARTICLE 133) / 3-59-4. FAILURE TO KEEP PROMISE TO PAY DEBT (ARTICLE 133)  d. DEFINITIONS AND OTHER INSTRUCTIONS: “Conduct unbecoming an officer and a (gentleman) (gentlewoman)” means (behavior in an official capacity which, in dishonoring or disgracing the individual as a (commissioned officer) (cadet) (midshipman), seriously detracts from (his) (her) <b>character</b> as a (gentleman) (gentlewoman) or (behavior in an unofficial or private capacity which, in dishonoring or disgracing the individual personally, seriously detracts from (his) (her) standing as a (commissioned officer) (cadet) (midshipman))). “Unbecoming conduct” means misbehavior more serious than slight, and of a material and pronounced <b>character</b>.</p> <p>5-14. <b>Character</b> [page 1019] NOTE: If evidence of a <b>pertinent good character trait</b> of the accused has been introduced for its bearing on the general issue of guilt or innocence, the court</p>

Title	Date	URL	Reference to Character or Character Development
			<p>should ordinarily be instructed on its effect, and must be so instructed upon request. Instruction 7-8, properly tailored, should be used to prepare a <b>character</b> instruction.</p> <p>5–17. EVIDENCE NEGATING MENS REA. ... The evidence in this case has raised an issue whether the accused had a (mental (disease) (defect) (impairment) (condition) (deficiency)) (<b>character or behavior disorder</b>)</p> <p>6–9. SENTENCING FACTORS. ... Presentence instructions on the mitigating effect of a mental condition or other impairment or deficiency, and on the mitigating or other effect of a condition classified as a <b>personality (character or behavior) disorder</b> should be given ...</p> <p>Chapter 7 Evidentiary Instructions:</p> <p>(10) <b>Character</b>—Good-Of Accused to Show Probability of Innocence: Instruction 7-8-1</p> <p>(11) <b>Character</b>—Victim-Violence or Peacefulness: Instruction 7-8-2</p> <p>(12) <b>Character for Untruthfulness</b>: Instruction 7-8-3</p> <p>7–7–1. CREDIBILITY OF WITNESSES. NOTE 1: ... You have the duty to determine the believability of the witnesses. In performing this duty you must consider each witness’s intelligence, ability to observe and accurately remember, sincerity, and conduct in court, (friendships) (and) (prejudices) (and) (<b>character for truthfulness</b>).</p> <p>NOTE 2: ... If <b>character for truthfulness or untruthfulness</b> has been raised, Instruction 7-8-1 or 7-8-3 normally should be given immediately following this instruction.</p> <p>7–8–1. <b>CHARACTER—GOOD—OF ACCUSED TO SHOW PROBABILITY OF INNOCENCE</b></p> <p>NOTE: Evidence of a pertinent <b>trait of character</b> of the accused offered by an accused, or by the prosecution to rebut the same, is admissible to prove that the accused acted in conformity therewith on a particular occasion. When a pertinent <b>character trait</b> is in evidence, the court may be instructed substantially as follows:</p>

Title	Date	URL	Reference to Character or Character Development
			<p>To show the probability of (his) (her) innocence, the defense has produced evidence of the accused's: <b>(Character for (honesty) (truthfulness) (peacefulness) (_____))</b> (if appropriate, specify pertinent <b>military character trait</b>, e.g., obedience to orders, promptness, appearance)). (In rebuttal the prosecution has produced evidence of _____.) Evidence of the accused's <b>character</b> for _____ may be sufficient to cause a reasonable doubt as to (his) (her) guilt. On the other hand, evidence of the accused's <b>(good character for _____)</b> (and) (good military record) may be outweighed by other evidence tending to show the accused's guilt (and the prosecution's evidence of the accused's ((bad) (_____)) <b>(character for _____)</b> (and) ((bad) (_____)) military record).</p> <p>REFERENCES: United States v. Gagan, 43 MJ 200 (CAAF 1995). 7-8-2. <b>CHARACTER—VICTIM—VIOLENCE OR PEACEFULNESS</b></p> <p>NOTE: When an issue of self-defense or defense of another exists in unlawful homicide or assault cases, or when in a murder trial an issue of adequate provocation has been raised on the theory that voluntary manslaughter and not murder has been committed; and evidence of the <b>violent or peaceful character</b> of the accused's alleged victim has been introduced, the court may be instructed substantially as follows. This instruction requires careful tailoring, particularly in cases where conflicting evidence has been presented concerning the alleged victim's <b>character</b>.</p> <p>The law recognizes that a person with a <b>(violent) (peaceful) character</b> is (more) (less) likely to become an aggressor than is a person with a <b>(peaceful) (violent) character</b>. Evidence that the alleged victim (is) (was) a (violent) (peaceful) person should be considered by you in determining whether it is (probable) (improbable) that the alleged victim was the aggressor.</p> <p>NOTE 2: Accused aware of victim's <b>character</b>. If it is also shown by the evidence that the accused was aware of the victim's <b>violent or peaceful character</b>, or entertained a belief with respect to that <b>character</b>, the following instruction should be</p>

Title	Date	URL	Reference to Character or Character Development
			<p>added: Evidence that the accused was aware that the alleged victim (is) (was) a (violent) (peaceful) person, or had a belief as to that <b>character</b>, should also be considered by you in determining the question of the reasonableness and extent of (passion) (apprehension of danger) on the part of the accused.</p> <p>7–8–3. <b>CHARACTER FOR UNTRUTHFULNESS</b> ..... 1090</p> <p>NOTE: When a witness, including an accused who testifies, has been impeached by evidence of his or her <b>bad character</b> for truthfulness, an instruction substantially as follows may be given: Evidence has been received as to the (accused’s) (_____) <b>bad character for truthfulness</b>. (Evidence of <b>good character for truthfulness</b> has also been introduced.) You may consider this evidence in determining (the accused’s) (_____) believability.</p> <p>7–18. “HAVE YOU HEARD” QUESTIONS TO IMPEACH OPINION.</p> <p>NOTE1: Counsel may ask “Did you know” or “Have you heard” questions to test an opinion or to rebut <b>character evidence</b>. There must be a good faith belief the matter asked about is true, and the military judge must balance the question under MRE 403. MRE 405(a) should also be consulted when the question is asked to rebut <b>character evidence</b>.</p> <p>8–3. PRELIMINARY INSTRUCTIONS [page 1149]</p> <p>In performing this duty, you must consider each witness’s intelligence and ability to observe and accurately remember, in addition to the witness’s sincerity and conduct in court, friendships, prejudices, and <b>character for truthfulness</b>.</p> <p>8–3–40. CONCLUDING SENTENCING INSTRUCTIONS [page 1189]</p> <p>you should consider the following extenuating and mitigating circumstances: ...</p> <ol style="list-style-type: none"> <li>2. The accused’s good <b>military character</b></li> <li>3. The accused’s (record) (reputation) in the service for (good conduct) (efficiency) (bravery) (_____)</li> <li>4. The prior honorable discharge(s) of the accused ...</li> <li>8. The accused’s (mental condition) (mental impairment) (behavior disorder) (personality disorder) (<b>character disorder</b>) (nervous disorder) (_____) ...</li> </ol>

Title	Date	URL	Reference to Character or Character Development
			20. (The <b>character</b> evidence testimony of _____) You are also instructed to consider in extenuation and mitigation any other aspect of the accused's <b>character</b> , background, and any other aspect of the offense(s) you find appropriate.
DA PAM 27–17 (Procedural Guide for Article 32 Preliminary Hearing Officer)	Jun 2015	<a href="http://www.apd.army.mil/pdffiles/p27_17.pdf">http://www.apd.army.mil/pdffiles/p27_17.pdf</a>	C-7. <b>Character</b> is irrelevant unless it is a defense to an element of an offense ... The <b>military character</b> of an accused may not be considered as a factor in deciding how to dispose of the case.
DA PAM 165–16 (Moral Leadership/ Values Stages of the Family Life Cycle)	Oct 1987	<a href="http://www.apd.army.mil/pdffiles/p165_16.pdf">http://www.apd.army.mil/pdffiles/p165_16.pdf</a>	Foreword - The Army Chaplaincy's Moral Leadership Program seeks to identify and teach those aspects of American values, which are the moral foundations of dedicated citizenship and <b>character development</b> .
DA PAM 351–2 (The United States Military Academy Preparatory School)	Oct 1978	<a href="http://www.apd.army.mil/pdffiles/p351_2.pdf">http://www.apd.army.mil/pdffiles/p351_2.pdf</a>	5-1. 6. <b>Of high moral character</b> and never have been convicted by a civilian or military court of a felony ...
DA PAM 600–3 (Commissioned Officer Professional Development and Career Management)	Dec 2014	<a href="http://www.apd.army.mil/pdffiles/p600_3.pdf">http://www.apd.army.mil/pdffiles/p600_3.pdf</a>	1-8. a. ... directed that the task force also create a conceptual framework integrating OPMS with the Leader Development System, ongoing <b>character development</b> initiatives, and a new officer evaluation report ... 2–1. a. The Army Leader Development Strategy defines leader development as the deliberate, continuous, and progressive process—founded in Army Values—that grows Soldiers and Army civilians into competent, committed professional leaders of <b>character</b> . 2–2. The goal of Army leader development is to create the training, education, and experience conditions that produce agile, innovative, and adaptive leaders of unimpeachable integrity, <b>character</b> , and competence who act to achieve decisive results and who understand and are able to exploit the full potential of current and future Army doctrine. 2-3.a. As a component of leader development, education contributes to the growth of the three leader attributes of <b>character</b> , presence, and intellect. Education focuses on intellect and <b>moral character</b> of leaders to improve judgment

Title	Date	URL	Reference to Character or Character Development
			<p>and reasoning and hone the habits of the mind: agility, adaptability, empathy, intellectual curiosity, and creativity.</p> <p>5-10. c. Factors considered include:</p> <ul style="list-style-type: none"> <li>(1) Performance.</li> <li>(2) Embodiment of Army Values.</li> <li>(3) Professional attributes and ethics.</li> <li>(4) Integrity and <b>character</b>.</li> </ul> <p>6–3. Relationship with the Officer Personnel Management System, leader development, and <b>character development</b> process</p> <p>11-3. a. (3) <i>Self-development</i>. As aspiring professionals, lieutenants must focus their self-development on the three broad criteria which identify Army professionals: competence, <b>character</b> and commitment.</p> <p>11-3. a. (3) (b) <b>Character</b>. Field Artillery officers must maintain a <b>moral character</b> that is beyond reproach. .. Their trust is gained through the repeated demonstration of our <b>character</b>.</p> <p>12-3. e. (5). ... Inculcation of the Warrior Ethos and Army Values are essential to the <b>character development</b> of young officers ...</p> <p>13-2.a. The Army Values and attributes set the basis for the <b>character</b> of the leader—what a leader must be. ... This leadership framework describes a leader of <b>character</b> and competence ...</p> <p>14-2.a. They must be dynamic, competent warriors who apply the <b>character attributes</b> and core competencies required of contemporary leaders.</p> <p>15-2.a. (3). Equally important, however, they must continually demonstrate <b>strong character</b> and high ethical standards in order to infuse these traits into their units and Soldiers.</p> <p>18-2. &amp; 18-3. &amp; 18-4. a. (3). (f) ... CA officers must possess unquestioned <b>character</b> and integrity.</p> <p>32-3a. <i>Officer development model</i>. The goal of the FA 47 developmental process is to maintain a diverse faculty sensitive to both Army needs and academic standards, who support the USMA mission to provide the Army with commissioned leaders of <b>character</b>.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>35-10.a. (3). (b). Leader development is a deliberate, continuous, progressive process, grounded in the Army Values that grows competent, committed, professional leaders of <b>character</b>.</p> <p>35-16.b. Leader development is the deliberate, continuous, progressive process, founded in Army Values that grows competent, committed, professional leaders of <b>character</b>.</p> <p>35-22.d. For a warrant officer to be considered fully trained in the Quartermaster branch, he/she should be tactically and technically proficient, be physically fit, and be of the highest <b>moral and ethical character</b>.</p> <p>39-2.a. The enduring expression of Army leadership has been BE-KNOW-DO. Army leadership begins with what the leader must "BE"-the values and attributes that shape <b>character</b>.</p> <p>Glossary. Strategic human resource management links <b>character</b> and leader development ...</p>
DA PAM 600-25 (U.S. Army Noncommissioned Officer Professional Development Guide)	Sep 2015	<a href="http://www.apd.army.mil/pdffiles/p600_25.pdf">http://www.apd.army.mil/pdffiles/p600_25.pdf</a>	<p>2-1. a. Leader development is the deliberate, continuous, and progressive process-founded in Army Values-that grows Soldiers and Army civilians into competent, committed, professional leaders <b>of character</b>.</p> <p>2-2.1. <i>Vision</i>. An Army of competent and committed leaders of <b>character</b> with the skills and attributes necessary to meet the challenges of the 21st century.</p> <p>2-3.a. Ends. (1). The Army will produce professional leaders of <b>character</b> that practice the mission command philosophy whether conducting unified land OPS or Army generating force functions.</p> <p>2-4. The Army learning concept for 2015 meets the All-Volunteer Army's need to develop adaptive, thinking Soldiers and leaders of <b>character</b> capable of meeting the challenges of operational adaptability in an era of persistent conflict.</p> <p>2-6.e. As a component of leader development, education contributes to the growth of the three leader attributes of <b>character</b>, presence, and intellect. Education focuses on intellect and <b>moral character</b> of leaders to improve judgment</p>

Title	Date	URL	Reference to Character or Character Development
			<p>and reasoning and hone the habits of the mind: agility, adaptability, empathy, intellectual curiosity, and creativity.</p> <p>2-9.a. (1). <i>The Army profession</i>. NCOs exemplify the professional Soldier by demonstrating competence, <b>moral character</b>, and commitment while fulfilling their duty to the Nation. ... As professionals, NCOs continuously assess and improve the competence, <b>moral character</b> and commitment of themselves and their Soldiers. 2-9.a. (5). In helping others to learn, NCOs construct effective instructional environments for individuals and groups, train and coach Soldiers in acquiring “how to” knowledge, skills, and attitudes to achieve professional certification of competence, <b>character</b>, and commitment while encouraging professional and personal growth.</p> <p>2-10.a. An NCO must be a values-based leader with <b>impeccable character</b>, professional competence, presence and intellectual capacity, who leads, develops, and achieves results.</p> <p>2-15. The three domains, operational, institutional, and self-development emphasize developing professional, competent, and confident leaders of <b>character</b>.</p> <p>16-4. Must maintain the highest degree of integrity, honesty and <b>character</b>-NO CRIMINAL RECORD.</p>
DA PAM 623–3 (Evaluation Reporting System)	Nov 2015	<a href="http://www.apd.army.mil/pdffiles/p623_3.pdf">http://www.apd.army.mil/pdffiles/p623_3.pdf</a>	<p>2-6./2-12./2-18./2-24. Part IV, performance evaluation-professionalism, attributes, and competencies. ... Core leader competencies are complemented by attributes that distinguish high performing <b>leaders of character</b>. ... Army Values, Empathy, and Warrior Ethos are critical attributes that define a leader’s <b>character</b> and apply across all ranks, positions, branches, and specialties. These attributes are critical to maintain public trust and confidence in the Army and the qualities of leadership and management needed to maintain an effective Officer Corps.</p> <p>Table 2-4. DA Form 67–10–1, part IV: block c.1–<b>Character</b> – Encompasses elements internal and central to the leader’s core consisting of Army Values, empathy, Warrior Ethos/Service Ethos, and discipline. <b>Character</b> is comprised of a person’s moral and ethical qualities, helps determine what is right, and</p>

Title	Date	URL	Reference to Character or Character Development
			<p>gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. It determines who people are, how they act, helps determine right from wrong, and choose what is right.</p> <p><b>Action required:</b> Rating officials will comment on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the SHARP Program. This assessment should identify, as appropriate, any significant actions or contributions the rated officer made toward—</p> <ol style="list-style-type: none"> <li>1. Promoting the personal and professional development of subordinates.</li> <li>2. Ensuring the fair, respectful treatment of unit personnel.</li> <li>3. Establishing a workplace and overall command climate that fosters dignity and respect for all members of the unit.</li> <li>4. This assessment should also identify any failures by the rated officer to foster a climate of dignity and respect and adhere to the SHARP Program.</li> </ol> <p>Raters will comment on any substantiated finding, in an Army or DOD investigation or inquiry, that the rated officer—</p> <ol style="list-style-type: none"> <li>1. Committed an act of sexual harassment or sexual assault;</li> <li>2. Failed to report a sexual harassment or sexual assault;</li> <li>3. Failed to respond to a complaint or report of sexual harassment or sexual assault; or</li> <li>4. Retaliated against a person making a complaint or report of sexual harassment or sexual assault.</li> </ol> <p>Table 2-4. DA Form 67–10–1, part IV: block c.3–Intellect - ... <i>Interpersonal tact:</i> Interacting with others depends on knowing what others perceive. It relies on accepting the <b>character</b>, reactions, and motives of oneself and others.</p> <p>Table 2-4. DA Form 67–10–1, part IV: block c.4–Leads - ... Leaders apply <b>character</b>, presence, and intellect to the core leader competencies while guiding others toward a common goal and mission accomplishment. ... <i>Leads by example:</i> Living by the Army Values and the Warrior Ethos that best displays <b>character</b> and leading by example.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>Table 2-10. DA Form 67–10–2, part IV: block d.1–<b>Character</b>, etc. – SAME AS ABOVE.</p> <p>Table 2-22. DA Form 67-10-4, part IV: block b—Comments on <b>Character</b> and Potential (as related to Attributes and Competencies). Action required: The rater must quantitatively and qualitatively paint a word picture using short concise narrative format capturing the rated officer’s performance and potential as it relates to the Leadership Requirements Model outlined in ADRP 6-22, which conveys expectations for Army leaders, for the rated officer’s duty position. Comments on <b>character</b>, performance and potential are mandatory.</p> <p>3-1. DA Form 2166–9–1A (NCO Evaluation Report Support Form). Note. The rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of <b>character</b> and responsibilities identified on the NCOER, and explains the requirements for meeting Army and organizational standards.</p> <p>3-6/3-11/3-16. – SAME AS ABOVE.</p> <p>3-16.a. The rater will check either “MET STANDARD,” “DID NOT MEET STANDARD,” “EXCEEDED STANDARD,” or “FAR EXCEEDED STANDARD” when assessing the rated NCOs <b>character</b> and overall performance ...</p> <p>4-6b. (3). Demonstrated moral or <b>character</b> deficiencies. <i>Glossary</i>. Attributes. Shape how an individual behaves and learns in his or her environment. The leader attributes are <b>character</b>, presence, and intellect. These attributes capture the values and identity of the leader (<b>character</b>); the leader’s outward appearance, demeanor, actions, and words (presence); and the mental and social faculties the leader applies in the act of leading (intellect). Attributes affect the actions that leaders perform. <b>Good character</b>, solid presence, and keen intellect enable the core leader competencies to be performed with greater effect.</p> <p><b>Character</b>. <b>Character</b> is the essence of who a person is, what a person believes and how a person acts and consists of the internalization of Army Values, Empathy, Warrior/Service Ethos,</p>

Title	Date	URL	Reference to Character or Character Development
			<p>and discipline attributes. Empathy is identifying and understanding what others think, feel and believe. Integrity is a key mark of a leader's <b>character</b>. It means doing what is right, legally and morally. Unwaveringly adherence to applicable laws, regulations, and unit standards build credibility with subordinates and enhance trust. Leaders of integrity adhere to the values that are part of their personal identity and set a standard for their followers to emulate.</p> <p>Presence. The impression a leader makes on others which contribute to success in getting people to follow. This impression is the sum of a leader's outward appearance, demeanor, actions and words and the <b>inward character</b> and intellect of the leader. Presence entails the projection of military and professional bearing, holistic fitness, confidence and resilience.</p>
<b>Field Manual</b>			
FM 6-22 Leader Development	Jun 2015	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm6_22.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm6_22.pdf</a>	<p>5-1. Properly designed leader development programs develop trusted leaders of <b>character</b>, competence, and commitment.</p> <p>1-12. The ALDS lays out the Army's vision, mission, and framework for leader development. The strategic vision emphasizes competence, commitment, <b>character</b>, skills, and attributes needed by Army leaders to prevail in unified land operations and leading the Army enterprise.</p> <p>2-3. The content of leader development programs need to account for the individual's levels of competence, <b>character</b>, and commitment.</p> <p>3-31. <i>Observation</i>—Describe the leadership behaviors that the leader exhibits. Focus on competencies within the lead, develop, and achieve categories. Likewise, note evidence of the attributes in the <b>character</b>, presence, and intellect categories.</p> <p>5-1. <b>Character</b>, judgment and problem solving, and adaptability are capabilities that are especially valuable to leaders and team members in special situations.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>5-2. <b>Character</b> is a critical component of being a successful Army leader. <b>Character</b> is one's true nature including identity, sense of purpose, values, virtues, morals, and conscience. <b>Character</b> is reflected in an Army professional's dedication and adherence to the Army Ethic and the Army Values. <b>Character</b> is the essence of who an individual is, what an individual values and believes, and how they behave. Doing the right thing the right way for the right reasons demonstrates <b>character</b>. Demonstrating <b>character</b> often means resisting the easier wrong in favor of the tougher right. Making the right choices involves discipline. Discipline can be thought of as the foundation of <b>character</b>. Team <b>character</b> is the melding of individuals' <b>character</b> in a team.</p> <p>5-3. As the uncertainty of operating environments dictate, junior leaders need to be capable of independent decisions using sound discretionary judgments founded in <b>moral character</b>. <b>Character</b> is also such an important quality of a leader because decisions and actions of the leader are viewed by others. The <b>demonstrated character</b> of the leader greatly influences how other people either emulate their conduct or disapprove of it.</p> <p>5-4. <b>Character</b> forms over time through education, training, and experience in a continuous, iterative process. Leaders employ <b>character</b> when all decisions, big or small, are analyzed for ethical consequences. One must have the knowledge of how to address the consequences. This knowledge comes from the Army Ethic, personal experience, and others' guidance. Internalizing the moral principles of the Army Ethic as personal beliefs is essential for <b>character development</b>. An individual demonstrates <b>character</b> when they correctly identify the ethical implications of a decision, possesses knowledge to act, and acts accordingly.</p> <p>5-5. Leaders enable the <b>development of character</b> in others by conveying clear ethical expectations, modeling right conduct, and establishing discipline to uphold the Army Ethic and embody the Army Values. This comprises the essence of what</p>

Title	Date	URL	Reference to Character or Character Development
			<p>it means to be an ethical leader and serve as a powerful influence on <b>character development</b>. Guided by the Army Values, <b>character development</b> is founded on discipline. To <b>develop character</b> in others, leaders must embody the Army Values every day. ... Leaders look for the <b>character developmental opportunities</b> that exist in day-to-day operations.</p> <p>5-6. All Soldiers contribute to their team’s <b>character</b>. Modeling positive <b>character</b> fosters social norms and expectations to choose the tougher right over the easier wrong. Team members hold each other accountable to embody the Army Values and <b>demonstrate character</b> at all times. This approach to <b>character</b> at the team level strengthens team trust and cohesion.</p> <p>6-4. Performance indicators are grouped according to the doctrinal leadership requirements model in categories of leader attributes (<b>character</b>, presence, and intellect) and leader competencies (lead, develop, and achieve).</p> <p>6-8. The leader attributes are presented in three categories: <b>character</b>, presence, and intellect.</p> <p><b>Character</b></p> <p>6-9. ADRP 6-22 defines <b>character</b> as factors internal and central to a leader, which make up an individual’s core and are the mindset and moral foundation behind actions and decisions. Leaders of <b>character</b> adhere to the Army Values, display empathy and the Warrior Ethos/Service Ethos, and practice good discipline. See table 6-1.</p> <p>Table 6-3. Framing intellect. – Interpersonal Tact – (Developmental Need) Demonstrates lapses in self awareness when interacting with others. Misses cues regarding others perceptions, <b>character</b> and motives. Presents self inappropriately or not tactfully.</p> <p>(Strength) Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands <b>character</b> and motives of others, and modifies personal behavior accordingly.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>6-13. Leaders set goals and establish a vision, motivate or influence others to pursue the goals, build trust to improve relationships, communicate and come to a shared understanding, serve as a role model by displaying <b>character</b>, confidence, and competence, and influence outside the chain of command. See table 6-4 on page 6-6.</p> <p>Table 7-9. Sets personal example for trust. (Strength Indicators) Acts with great integrity and <b>character</b>.</p> <p>7-23. Leading by example is a manifestation of <b>character</b> and presence attributes:</p> <p>7-24. Demonstrating these values establishes one as a person of <b>character</b> who upholds the Army Ethic in the conduct of mission, performance of duty and all aspects of life.</p> <p>Table 7-27. Encourages fairness and inclusiveness (Feedback) Consult with a trusted subordinate to discover biases that unit members may hold toward others based on their <b>character</b>, personality, religion, race, ethnicity, or culture.</p>
<b>Training Circular</b>			
TC 7-21.13, Soldiers Guide		<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/tc7_21x13.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/tc7_21x13.pdf</a>	<p>3-1. Trust is “assured reliance on the <b>character</b>, ability, strength, or truth of someone or something.”</p> <p>3-3. An Army professional is a member of the Army Profession who meets the Army’s certification criteria in <b>character</b>, competence, and commitment (ADRP 1, paragraph 1-11).</p> <p>a. <b>Character</b>. An Army professional’s dedication and adherence to the Army Values and the profession’s ethics as consistently and faithfully demonstrated in decisions and actions (ADRP 1, paragraph 5-14).</p> <p>3-4. Those laws together with Army traditions and Values require honorable behavior and the highest level of <b>moral character</b>.</p> <p>c. Attributes of a Soldier. Soldiers carry themselves in such a way that they convey their intent and <b>character</b>.</p> <p>d. Competencies of a Soldier. <b>Character</b>, presence, and intellect will build a trust relationship from your leader to you.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>9-8. Communication Skills. Effectively interacting with others depends on knowing what others perceive. It relies on accepting the <b>character</b>, reactions, and motives of oneself and others.</p> <p>9-9. a. <b>Character and Accountability.</b> Soldiers and leaders demonstrate Army values, the Soldier’s Creed, and Warrior Ethos through action while also <b>developing character</b> and accountability in subordinates.</p>
TC 7-22.7 Noncommissioned Officer Guide (FM 7-22.7)	Apr 2015	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/tc7_22x7.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/tc7_22x7.pdf</a>	<p>Foreword. You are charged and challenged to take ownership of the knowledge contained in this guide and apply its principles to affirm your <b>character</b>, competence, confidence, ethics, and values based on untarnished action and conduct.</p> <p>2-1.a. Trust starts with the Oath of Enlistment demonstrating strength of <b>character</b>, commitment to defend the principles of freedom and to fight against tyranny. ... As a leader, you assure your leaders and Soldiers of your competence, <b>character</b> and commitment. ... Trust started when you took the Oath of Enlistment (Figure 8) that demonstrated your strength of <b>character</b>; commitment to defend the principles of freedom; and to fight against tyranny.</p> <p>2-1.b. The Oath (Figure 8) is an ethos peculiar to the <b>character</b>, disposition, and values specific to the Army culture.</p> <p>2-1.c. As Army Professionals and leaders, all NCOs must “Stand Strong” by certifying or recertifying their competence, <b>character</b>, and commitment.</p> <p>2-2.c. An Army Professional is a Soldier or Army Civilian who satisfies the requirements for certification in Competence, <b>Character</b>, and Commitment.</p> <p>2-2.d. Articulating and living by the Army Ethic (Figure 9): Drives <b>Character Development</b> for the Army.</p> <p>2-3.a. Critical to each Soldier’s development is learning about and living by Army Values, when in or out of uniform. Self-discovery, determining the <b>character</b>, applying and living the Seven Core Values reinforces trust in our Soldiers.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>2-5.a. As history, customs, courtesy, and traditions have a major impact on our Army Culture and our nation; we must instill a sense of pride that defines our <b>character</b>.</p> <p>2.8. What makes “YOU” an Army Professional? NCOs are certified in Competence, <b>Character</b>, and Commitment.</p> <ul style="list-style-type: none"> <li>• <b>Character</b>. Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.</li> </ul> <p>4-2. Your Soldiers will trust you when they can rely on your Competence, <b>Character</b>, and Commitment to live by and uphold the Army Ethic.</p> <p>4-5. <b>Good character</b>, solid presence and keen intellect enable the core leader competencies to be performed with greater effect. The three categories of attributes are:</p> <ul style="list-style-type: none"> <li>• <b>Character</b>: Army Values, Empathy, Warrior Ethos, Service Ethos, and Discipline.</li> </ul> <p>4-6.a. Army leaders apply <b>character</b>, presence, and intellect to the core leader competencies while guiding others toward a common goal and mission accomplishment.</p> <p>4-7.a. The learning environment and instructional strategies must simultaneously integrate and reinforce competencies that develop adaptive and resilient Soldiers and leaders of <b>character</b> who can think critically and act ethically. The nine 21st century competencies (Figure 22) are: • <b>Character</b> and accountability</p> <p>4-7.b. b. An NCO should be: Strength of <b>Character</b></p> <p>4-9.a. Leaders of <b>character</b> who embrace Army leader attributes and competencies will be authentic, positive leaders.</p> <p>4-9b. Personality is a set of <b>character</b> traits and tendencies that determine common or different psychological behaviors such as your feelings, thoughts, and competencies. Consider the following questions when reflecting on who you are:</p> <ul style="list-style-type: none"> <li>• How do your <b>character</b> traits fit into the Army?</li> <li>• What TYPE personality are you?</li> </ul> <p>4.15. The Army Leader: Person of <b>Character</b>, Presence, and Intellect. These three domains interact by using feedback and assessment from various sources and methods, and each</p>

Title	Date	URL	Reference to Character or Character Development
			<p>training domain complements the other two. All of the domains have an important role in training Soldiers and Army civilians, growing leaders, and preparing units for deployment. It is important to emphasize leaders who:</p> <ul style="list-style-type: none"> <li>• Have conviction</li> <li>• <b>Have character</b></li> <li>• Are present</li> <li>• Exercise intellect</li> </ul> <p><b>4.26. Soldier Conduct.</b> As a leader you will be asked to evaluate an individual's <b>character</b> long before inappropriate behavior begins.</p> <p>5-2.n.</p> <ul style="list-style-type: none"> <li>• Understand the inherent responsibility to coach and counsel PL's to <b>develop</b> their competence, <b>character</b>, and commitment in the performance of their duty. Developing junior officers is a PSG's responsibility.</li> <li>• Set the example for the PL through military bearing and consistent demonstration of <b>character</b>, competence, and commitment to the mission, Soldiers, and their families.</li> </ul> <p>5-2.r. Commanders can expect the CSM to:</p> <ul style="list-style-type: none"> <li>• Be a leader of presence and <b>character</b>.</li> </ul> <p>7-15. (CAPE) serves as the proponent for the Army Profession, the Army Ethic and <b>Character Development</b> of Army Professionals.</p>
<p><b>Army Techniques Publication</b> - provides doctrinal guidance and procedures. An authoritative guide that requires judgment in application. Nested with other Training and Doctrine publications and provides overarching doctrinal guidance... for conducting operations.</p>			
ATP 1-05.03 Religious Support and External Advisement	May 2013	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp1_05x03.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp1_05x03.pdf</a>	1-10. Worldview influences attitudes, beliefs, and <b>character</b> and ultimately affects behavior.
ATP 2-33.4 Intelligence Analysis	Aug 2014	<a href="https://armypubs.us.army.mil/doctrine/DR_pubs/dr_c/pdf/atp2_33x4.pdf">https://armypubs.us.army.mil/doctrine/DR_pubs/dr_c/pdf/atp2_33x4.pdf</a>	2-22. Intellectual traits are the traits of mind and <b>character</b> necessary to support reasoning. Analysts should repeatedly apply and practice the elements of thought and intellectual standards to help develop intellectual traits. Intellectual traits include, but are not limited to—

Title	Date	URL	Reference to Character or Character Development
			<ul style="list-style-type: none"> <li>• Intellectual humility.</li> <li>• Intellectual courage.</li> <li>• Intellectual empathy.</li> <li>• Intellectual integrity.</li> <li>• Intellectual perseverance.</li> <li>• Confidence in reason.</li> <li>• Intellectual autonomy.</li> </ul>
ATP 3-37.2 Antiterrorism	Jun 2014	<a href="https://armypubs.us.army.mil/doctrine/DR_pubs/dr_c/pdf/atp3_37x2.pdf">https://armypubs.us.army.mil/doctrine/DR_pubs/dr_c/pdf/atp3_37x2.pdf</a>	<p>2-28. The close confines in which the individual lives and operates is the best gauge for detecting unusual, <b>out-of-character</b>, or questionable behaviors.</p> <p>B-17. (U) Humans develop a world view through their own socioeconomic and cultural development. It influences their attitudes, beliefs, and <b>character</b> and, thus, affects their behavior. American Soldiers and Army civilians view the culture of other peoples and nations from the perspective of America’s Army—its values, customs, traditions, laws, technology, equipment, doctrine, tactics, and command authorities. Training, education, and socialization must mitigate the tendency of Americans to view other cultures in a negative light (ethnocentrism), while developing cultural awareness, understanding, and tolerance in Soldiers and Army civilians,. Respect for the individual, human rights, and humanitarian concerns are the basis for the Law of Armed Conflict. Soldiers, even in the most trying of circumstances, are bound to treat others with dignity and respect. Developing such an understanding is part of <b>developing character</b>. Members of the Army profession must actively seek opportunities to better understand other cultures, see other perspectives, and appreciate what others find important.</p>
ATP 3-39-10 Police Operations	Jan 2015	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp3_39x10.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp3_39x10.pdf</a>	<p>4-2. Their <b>character</b> and competence represent the foundation of a trained and ready Army and unique military police capabilities.</p> <p>Table 7-1. HN police organization assessment considerations:</p>

Title	Date	URL	Reference to Character or Character Development
			Interview suspects (and, in doing so, question their honesty and <b>character</b> , which in some countries may otherwise be considered an act of defamation [a criminal offense])?
ATP 3-39.12 Law Enforcement Investigations	Aug 2013	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp3_39x12.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp3_39x12.pdf</a>	<p>3-81. ... By complimenting his appearance, prior positive conduct, <b>character</b>, patriotism, or other attributes, the investigator can make the suspect feel better about himself.</p> <p>6-20. Specific details of an individual subject's <b>character</b> and history should be thoroughly investigated.</p> <ul style="list-style-type: none"> <li>• <b>Character, mannerisms, and temperament.</b> The strength and weaknesses of the subject should be known. Likes, dislikes, and prejudices are particularly helpful.</li> <li>• <b>Occupation and specialty.</b> Knowledge of the subject's work as well as his neighborhood environment may allow the investigator to establish a possible meeting ground with the subject. These are also indicative of the <b>character</b> of the subject.</li> </ul> <p>11-62. An investigator should study a suspect's habits and customs to learn about his <b>character</b>.</p> <p>I-5. The investigator must be cognizant of inadmissible statements which include information related to— Statements about the <b>character</b> and reputation of the defendant, to include a past criminal record (unless the statements establish a pattern of conduct).</p>
ATP 4-02.46 Army Health System Support to Detainee Operations	Apr 2013	<a href="https://armypubs.us.army.mil/doctrine/DR_pubs/dr_d/pdf/atp4_02x46.pdf">https://armypubs.us.army.mil/doctrine/DR_pubs/dr_d/pdf/atp4_02x46.pdf</a>	1-58. Behavioral science consultants—  Are authorized to make psychological assessments of the <b>character</b> , personality, social interactions, and other behavioral characteristics of detainees, including interrogation subjects.
ATP 6-22.1 The Counseling Process	Jul 2014	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp6_22x1.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp6_22x1.pdf</a>	<p>1-7. Leaders should always counsel subordinates who do not meet the standard. ...</p> <ul style="list-style-type: none"> <li>• Address and explain the specific behavior or action—do not address the subordinate's <b>character</b>.</li> </ul> <p>Figure 2-2. Example of a counseling session:</p>

Title	Date	URL	Reference to Character or Character Development
			Explain that <b>character</b> , presence, and intellect are the basis for competent leadership; developing the desired leader attributes requires that Army leaders adopt them through self-awareness and lifelong learning. Emphasize that the plan of action to accomplish major performance objectives must include the appropriate values, attributes, and competencies.
ATP 6-22.6 Army Team Building	Oct 2015	<a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp6_22x6.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp6_22x6.pdf</a>	<b>Identify Team Member Skills</b> 1-57. During this step, the team leader identifies each team member's skills and work history to determine the experience level and <b>character</b> attributes of all team members.
<b>Other Publications</b>			
MANUAL FOR COURTS-MARTIAL UNITED STATES (2012 EDITION)		<a href="http://www.apd.army.mil/pdffiles/mcm.pdf">http://www.apd.army.mil/pdffiles/mcm.pdf</a>	<p>[page 3] Mil. R. Evid. 609(a) was amended to conform to the Federal Rules of Evidence by substituting the words "<b>character for truthfulness</b>" for the word "credibility."</p> <p>[page II-22] It is often not possible to review a person's background and <b>character</b> or even the details of an offense before physically detaining the person.</p> <p>[page II-23] Some of the factors which should be considered under this subsection are: ... (4) The accused's <b>character</b> and mental condition;</p> <p>[page II-25] Many factors must be taken into consideration and balanced, including, to the extent practicable, the nature of the offenses, any mitigating or extenuating circumstances, the <b>character</b> and military service of the accused ...</p> <p>[page II-36] ... if the sole reason for the witness' testimony was to impeach the credibility of another witness by reputation evidence, or to establish a mitigating <b>character trait</b> of the accused.</p> <p>[page II-110] Rule 916. Defenses. ... "Alibi" and "<b>good character</b>" are not special defenses, as they operate to deny that the accused committed one or more of the acts constituting the offense. As to evidence of the accused's <b>good character</b>, see Mil. R. Evid. 404(a)(1). See R.C.M. 701(b)(1) concerning notice of alibi.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>[page II-111] ... <i>See also</i> Mil. R. Evid. 404(a)(2) as to evidence concerning the <b>character</b> of the victim.</p> <p>[page II-118] (<i>see</i> Mil. R. Evid. 105); the effect of <b>character evidence</b>.</p> <p>[page II-123] ... Relevant information and knowledge include, but are not limited to, information and knowledge about the accused's <b>character</b>, performance of duty, moral fiber, determination to be rehabilitated, and nature and severity of the offense or offenses.</p> <p>[page II-134] For example, tailored instructions on sentencing should bring attention to the reputation or record of the accused in the service for good conduct, efficiency, fidelity, courage, bravery, or other <b>traits of good character</b>, and any pretrial restraint imposed on the accused.</p> <p>[page II-138] Factors that the authority acting on a deferment request may consider ... include ... the accused's <b>character</b>, mental condition, family situation, and service record.</p> <p>[page III-19] Rule 404. <b>Character evidence</b> not admissible to prove conduct; exceptions; other crimes. (a) <b>Character evidence generally</b>. Evidence of a person's <b>character</b> or a <b>trait of character</b> is not admissible for the purpose of proving action in conformity therewith on a particular occasion, except:</p> <p>(1) <b>Character of the accused</b>. Evidence of a pertinent <b>trait of character</b> offered by an accused, or by the prosecution to rebut the same, or if evidence of a pertinent <b>trait of character</b> of the alleged victim of the crime is offered by an accused ... evidence of the same <b>trait of character</b>, if relevant, of the accused offered by the prosecution;</p> <p>(2) <b>Character of alleged victim</b>. Evidence of a pertinent <b>trait of character</b> of the alleged victim of the crime offered by an accused, or by the prosecution to rebut the same, or evidence of a <b>character trait of peacefulness</b> of the alleged victim offered by the prosecution ...</p> <p>(3) <b>Character of witness</b>. Evidence of the <b>character</b> of a witness, as provided in Mil. R. Evid. 607, 608, and 609.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>(b) <i>Other crimes, wrongs, or acts.</i> Evidence of other crimes, wrongs, or acts is not admissible to prove the <b>character</b> of a person in order to show action in conformity therewith.</p> <p>Rule 405. Methods of proving <b>character</b></p> <p>(a) <i>Reputation or opinion.</i> In all cases in which evidence of <b>character</b> or a <b>trait of character</b> of a person is admissible, proof may be made by testimony as to reputation or by testimony in the form of an opinion. On cross-examination, inquiry is allowable into relevant specific instances of conduct.</p> <p>(b) <i>Specific instances of conduct.</i> In cases in which <b>character</b> or a <b>trait of character</b> of a person is an essential element of an offense or defense, proof may also be made of specific instances of the person's conduct.</p> <p>(c) <i>Affidavits.</i> The defense may introduce affidavits or other written statements of persons other than the accused concerning the <b>character</b> of the accused. If the defense introduces affidavits or other written statements under this subdivision, the prosecution may, in rebuttal, also introduce affidavits or other written statements regarding the <b>character</b> of the accused ...</p> <p>[page III-37] Rule 608. Evidence of <b>character</b>, conduct, and bias of witness. (a) <i>Opinion and reputation evidence of character.</i> The credibility of a witness may be attacked or supported by evidence in the form of opinion or reputation, but subject to these limitations: (1) the evidence may refer only to <b>character for truthfulness or untruthfulness</b>, and (2) evidence of <b>truthful character</b> is admissible only after the <b>character</b> of the witness for truthfulness has been attacked by opinion or reputation evidence or otherwise. (b) <i>Specific instances of conduct.</i> Specific instances of the conduct of a witness, for the purpose of attacking or supporting the witness' <b>character for truthfulness</b>, other than conviction of crime as provided in Mil. R. Evid. 609, may not be proved by extrinsic evidence. They may, however, in the discretion of the military judge, if probative of truthfulness or untruthfulness, be inquired into on cross-examination of the witness (1) concerning <b>character</b> of</p>

Title	Date	URL	Reference to Character or Character Development
			<p>the witness for truthfulness or untruthfulness, or (2) concerning the <b>character for truthfulness or untruthfulness</b> of another witness as to which <b>character</b> the witness being cross-examined has testified. The giving of testimony, whether by an accused or by another witness, does not operate as a waiver of the privilege against self-incrimination when examined with respect to matters that relate only to <b>character for truthfulness</b>.</p> <p>Rule 609. Impeachment by evidence of conviction of crime.  (a) <i>General rule</i>. For the purpose of attacking the <b>character for truthfulness</b> of a witness ...</p> <p>[page II-41 – 43] Rule 803. Hearsay exceptions; availability of declarant immaterial. ... (21) <i>Reputation as to character</i>. Reputation of a person's <b>character</b> among the person's associates or in the community.</p> <p>[IV-99] 59. Article 133—Conduct unbecoming an officer and gentleman. (2) <i>Nature of offense</i>. Conduct violative of this article is action or behavior in an official capacity which, in dishonoring or disgracing the person as an officer, seriously compromises the officer's <b>character</b> as a gentleman, or action or behavior in an unofficial or private capacity which, in dishonoring or disgracing the officer personally, seriously compromises the person's standing as an officer. There are certain moral attributes common to the ideal officer and the perfect gentleman, a lack of which is indicated by acts of dishonesty, unfair dealing, indecency, indecorum, lawlessness, injustice, or cruelty. Not everyone is or can be expected to meet unrealistically high moral standards, but there is a limit of tolerance based on customs of the service and military necessity below which the personal standards of an officer, cadet, or midshipman cannot fall without seriously compromising the person's standing as an officer, cadet, or midshipman or the person's <b>character</b> as a gentleman.</p> <p>[page A21-72] This subsection does not authorize introduction in general of evidence of <b>bad character</b> or uncharged misconduct.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>[page A21-73] Subsection (5) authorizes the trial counsel to present, in the form of opinion testimony (<i>see</i> Mil. R. Evid., Section VII), evidence of the accused’s <b>character</b> as a servicemember and rehabilitative potential. ... The accused’s <b>character</b> is in issue as part of the sentencing decision, since the sentence must be tailored to the offender.</p> <p>[page A22-34] Rule 404 <b>Character evidence</b> not admissible to prove conduct; exceptions; other crimes.</p> <p>(a) <b>Character evidence generally.</b> Rule 404 (a) replaces 1969 Manual Para. 138 <i>f</i> and is taken without substantial change from the Federal Rule. Rule 404(a) provides, subject to three exceptions, that <b>character evidence</b> is not admissible to show that a person acted in conformity therewith. Rule 404(a)(1) allows only evidence of a pertinent <b>trait of character</b> of the accused to be offered in evidence by the defense. This is a significant change from Para. 138 <i>f</i> of the 1969 Manual which also allows evidence of “<b>general good character</b>” of the accused to be received in order to demonstrate that the accused is less likely to have committed a criminal act. Under the new rule, evidence of <b>general good character</b> is inadmissible because only evidence of a specific trait is acceptable. It is the intention of the Committee, however, to allow the defense to introduce evidence of <b>good military character</b> when that specific trait is pertinent. Evidence of <b>good military character</b> would be admissible, for example, in a prosecution for disobedience of orders. The prosecution may present evidence of a <b>character trait</b> only in rebuttal to receipt in evidence of defense <b>character evidence</b>. ... The Federal Rule allows the prosecution to present evidence of the <b>character trait of peacefulness</b> of the victim “in a homicide case to rebut evidence that the victim was the first aggressor.” Thus, the Federal Rule allows prosecutorial use of <b>character evidence</b> in a homicide case in which self-defense has been raised. ... Whether aboard ship or within barracks, it is considered essential to allow evidence of the <b>character trait of peacefulness</b> of the victim. ... The remainder of Rule 404(a)(2)</p>

Title	Date	URL	Reference to Character or Character Development
			<p>allows the defense to offer evidence of a pertinent <b>trait of character</b> of the victim of a crime and restricts the prosecution to rebuttal of that trait.</p> <p>Rule 404(a)(3) allows <b>character evidence</b> to be used to impeach or support the credibility of a witness pursuant to Rules 607–609. <i>2004 Amendment:</i> ... It is intended to provide a more balanced presentation of <b>character evidence</b> when an accused attacks the victim’s <b>character</b>. The accused opens the door to an attack on the same trait of his own <b>character</b> when he attacks an alleged victim’s <b>character</b>, giving the members an opportunity to consider relevant evidence about the accused’s propensity to act in a certain manner. The words “if relevant” are added to subdivision (a)(1) to clarify that evidence of an accused’s <b>character</b> under this rule must meet the requirements of Mil. R. Evid. 401 and Mil. R. Evid. 403. The drafters believe this addition addresses the unique use of <b>character evidence</b> in courts-martial. The amendment does not permit proof of the accused’s <b>character</b> when the accused attacks the alleged victim’s <b>character</b> as a witness under Rule 608 or 609, nor does it affect the standards for proof of <b>character</b> by evidence of other sexual behavior or sexual offenses under Rules 412-415.</p> <p>[page A22-35] Rule 405 Methods of proving <b>character</b>  <i>(a) Reputation or opinion.</i> ... (<b>character</b> of the accused). ...  <i>(c) Affidavits.</i> Use of affidavits or other written statements is required due to the world wide disposition of the armed forces which makes it difficult if not impossible to obtain witnesses—particularly when the sole testimony of a witness is to be a brief statement relating to the <b>character</b> of the accused.</p> <p>[page A22-36] Rule 412 Nonconsensual sexual offenses; relevance of victim’s past behavior. ... evidence of the victim’s “<b>unchaste</b>” <b>character</b> ...</p> <p>[page A22-37 -38] Rule 413 Evidence of similar crimes in sexual assault cases. &amp; Rule 414 Evidence of similar crimes in child molestation cases. <i>1998 Amendment.</i> This amendment is intended to provide for more liberal admissibility of <b>character</b></p>

Title	Date	URL	Reference to Character or Character Development
			<p>evidence in criminal cases of sexual assault where the accused has committed a prior act of sexual assault. ... Report of the Judicial Conference of the United States on the Admission of <b>Character Evidence</b> in Certain Sexual Misconduct Cases. <i>2002 Amendment</i>: Federal Rule of Evidence 415, which created a similar <b>character evidence</b> rule for civil cases ...</p> <p>[page A22-48] Rule 608 Evidence of <b>character</b>, conduct, and bias of witness. (a) <i>Opinion and reputation evidence of character</i>. ... limits use of <b>character evidence</b> in the form of opinion or reputation evidence on the issue of credibility by restricting such evidence to matters relating to the <b>character for truthfulness or untruthfulness</b> of the witness. <b>General good character</b> is not admissible under the Rule. Rule 608(a) prohibits presenting evidence of <b>good character</b> until the <b>character</b> of the witness for truthfulness has been attacked. ... When the witness has testified as to the <b>character</b> of another witness, the witness may be cross-examined as to the <b>character</b> of that witness. ... Impeachment of an alleged victim of a sexual offense through evidence of the victim’s past sexual history and <b>character</b> is dealt with in Rule 412.</p> <p>[page A22-55 – A22-57] Rule 803 Hearsay exceptions; availability of declarant Immaterial ... (21) <i>Reputation as to character</i>. Rule 803(21) is taken from the Federal Rule without change. It is similar to Para. 138 <i>f</i> of the 1969 Manual in that it creates an exception to the hearsay rule for reputation evidence. “Reputation” and “community” are defined in Rule 405(d), and “community” includes a “military organization regardless of size.” Affidavits and other written statements are admissible to show <b>character</b> under Rule 405(c) ...</p> <p>[page A23-21] 62. Article 134 –(Adultery). ... many factors must be taken into consideration and balanced, including, to the extent practicable, the nature of the offense, any mitigating or extenuating circumstances, the <b>character</b> and military service of the military member ...</p> <p>[page A27-1] 45. Article 120—Rape and carnal knowledge. c. <i>Explanation</i>. (1) Rape. (c) <b>Character of victim</b>. See Mil. R. Evid.</p>

Title	Date	URL	Reference to Character or Character Development
			412 concerning rules of evidence relating to an alleged rape victim's <b>character</b> . [A28-9] ... <b>Character of victim</b> . See Mil. R. Evid. 412 concerning rules of evidence relating to the <b>character</b> of the victim of an alleged sexual offense.
General Orders No. 16 - DESIGNATION OF THE UNITED STATES MILITARY ACADEMY AS A DIRECT REPORTING UNIT		<a href="http://www.apd.army.mil/pdffiles/go0616.pdf">http://www.apd.army.mil/pdffiles/go0616.pdf</a>	2. The USMA educates, trains, and inspires the Corps of Cadets so that each graduate is a commissioned leader of <b>character</b> committed to the values of Duty, Honor, Country ...
General Orders No. 58 Awards		<a href="http://www.apd.army.mil/pdffiles/go6958.pdf">http://www.apd.army.mil/pdffiles/go6958.pdf</a>	XI SOLDIER'S MEDAL - Sergeant Juechter's action was totally selfless, evincing spirit, dedication and <b>character of exceptional depth</b> . He sacrificed his life to save that of a comrade.
STP 21-24 SMCT: Warrior Leadership Skills Level 2, 3 and 4			3-97. Correlate a Leader's Role in <b>Character Development</b> with Values and Professional Obligations
<b>TRADOC REGULATION</b>			
TR 350-6 ENLISTED INITIAL ENTRY TRAINING POLICIES AND ADMINISTRATION		<a href="http://www.tradoc.army.mil/tpubs/regs/TR350-6.pdf">http://www.tradoc.army.mil/tpubs/regs/TR350-6.pdf</a>	Individuals of <b>Character</b> . 1-7. Standards, accountability and discipline are an inherent part of shared Values and are essential in the demonstration of <b>character</b> , competence and commitment as an Army Professional Soldier and Civilian. 2-1a. Focus is on <b>developing "character</b> and enhanced performance" M-2. to provide competent, capable, and well trained Soldiers <b>of good character</b> , ready to fight and win our Nation's wars.
TR 350-10 Institutional Leader Training and Education		<a href="http://www.tradoc.army.mil/tpubs/regs/r350-10.pdf">http://www.tradoc.army.mil/tpubs/regs/r350-10.pdf</a>	3-2. Precommission sources share a common goal that each graduate possesses the <b>character</b> , leadership, and other attributes essential to progressive and continuing development throughout a career of exemplary service to the Nation.
TR 350-16 C1 DRILL SERGEANT AND ADVANCED INDIVIDUAL TRAINING PLATOON SERGEANT PROGRAMS			5-3.a. (1). Input should include, but is not limited to: demonstrated leadership ability and potential, physical fitness, <b>character/integrity</b> , the NCO's ability to perform in stressful situations, and any incidents of abuse.

Title	Date	URL	Reference to Character or Character Development
TR 350-70 Army Learning Policy and Systems	Dec 2011	<a href="http://www.tradoc.army.mil/tpubs/regs/TR350-70.pdf">http://www.tradoc.army.mil/tpubs/regs/TR350-70.pdf</a>	3-17b. It is critical to <b>develop character</b> from the beginning.
<b>TRADOC PAMPHLETS</b>			
TP 350-70-1 Training Development in Support of the Operational Domain - 2012	Feb 2012	<a href="http://www.tradoc.army.mil/tpubs/pams/tp350-70-1.pdf">http://www.tradoc.army.mil/tpubs/pams/tp350-70-1.pdf</a>	Table E-2. Standard verbs for task titles. ... No. 24. Compare: To examine the <b>character</b> or qualities of, especially in order to discover resemblances or differences.
TP 525-3-1 with Change 1 U.S. Army Operating Concept: Win in a Complex World 31 Oct 2014	Oct 2014	<a href="http://www.tradoc.army.mil/tpubs/pams/TP525-3-1.pdf">http://www.tradoc.army.mil/tpubs/pams/TP525-3-1.pdf</a>	3-3. j. Leaders and Soldiers are committed to each other and the Army professional ethic. They remain resilient and preserve their <b>moral character</b> while operating in environments of persistent danger. [Citing Army Ethic White Paper, 2014].
TP 525-3-3 The U.S. Army Functional Concept for Mission Command 2016-2028	Oct 2010	<a href="http://www.tradoc.army.mil/tpubs/pams/tp525-3-3.pdf">http://www.tradoc.army.mil/tpubs/pams/tp525-3-3.pdf</a>	2-5. a. (2) As individual subordinate commanders gain insights into the <b>character</b> of the people, their circumstances, and the equities and issues that influence them, each subordinate commander becomes a focused and “directed telescope” for a slender section of the operational arena.
TP 525-3-7 The U.S. Army Human Dimension Concept	May 2014	<a href="http://www.tradoc.army.mil/tpubs/pams/TP525-3-7.pdf">http://www.tradoc.army.mil/tpubs/pams/TP525-3-7.pdf</a>	Summary of Changes: Expands the scope of the concept to include all members of the Army Profession (Soldiers and Army Civilians) and supporting contractors (where applicable); <b>character</b> and leader <b>development</b> ; and optimized job performance, optimized holistic health and fitness, and maximized professionals. 2-2. d. Future Soldiers, as well as future Army Civilians, must continue to be men and women <b>of character</b> who adopt the Army Values. 3-4. a. (1). The application of the analytical lenses at every stage offers the Army empirical and subjective data regarding <b>development of character</b> and commitment of individuals and capabilities of their units and organizations. 3-4. a. (2). Scientific research into how the Army and its leaders may evaluate and measure the cognitive, physical, and social components of individuals is required to enhance the moral-ethical behavior, <b>character development</b> , resilience, and readiness of Army professionals. 3-7. b. Soldiers and Army Civilians who demonstrate strong moral, ethical, and spiritual beliefs and a strong commitment to

Title	Date	URL	Reference to Character or Character Development
			<p>the Army Ethic (which includes the Army Values) are or become leaders of <b>character</b>. ... The Army must continuously <b>develop</b> competence, <b>character</b>, and commitment in Soldiers and Army Civilians so that they may establish the trust necessary to interact with other effectively.</p> <p>3-8. The Army must deliberately <b>develop</b> the competence, <b>character</b>, and commitment of all members of the Army Profession, from whom the most worthy are selected and developed as leaders.</p> <p>B-2. h. Future Army organizations require the capability to conduct assessments to determine social abilities (baseline and subsequent) throughout the career lifecycle and to provide tools to improve identified weak areas and sustain identified strengths to provide for improved adaptability, commitment to the Army Ethic, <b>character development</b>, and skills to interact effectively with others.</p> <p>B-2. i. Future Army organizations require the capability to conduct assessments throughout the career lifecycle to certify Army professionals in competence, <b>character</b>, and commitment to lead, train, educate, and mentor subordinates.</p>
TP 525-8-2 The U.S. Army Learning Concept	Jan 2011	<a href="http://www.tradoc.army.mil/tpubs/pams/tp525-8-2.pdf">http://www.tradoc.army.mil/tpubs/pams/tp525-8-2.pdf</a>	<p>3-4. b. The learning environment and instructional strategies must simultaneously integrate and reinforce competencies that <b>develop</b> adaptive and resilient Soldiers and leaders of <b>character</b> who can think critically and act ethically. Appendix C describes each of the competencies in detail.</p> <p>Figure 3-2. 21st century Soldier competencies - <b>Character</b> and accountability</p> <p>3-6. d. (1). IMT is a rigorous, foundational learning experience that combines indoctrination into the Army culture, which rests on the interdependence between the distinctive values, <b>character</b>, and identity that comprise the Warrior Ethos, and basic skills training and comprehensive fitness. ... IMT emphasizes soldierization, <b>military character</b>, bearing and discipline, and basic skills that must be so firmly ingrained that they can perform under conditions of high stress.</p> <p>C-2. <b>Character</b> and accountability.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>a. Soldiers and leaders demonstrate Army values, the Soldier’s Creed, and Warrior Ethos through action while also <b>developing character</b> and accountability in subordinates.</p> <p>b. Adhering to and internalizing the Army Ethic <b>develops strong character</b>, ethical reasoning and decisionmaking, empathy for others, and the self-discipline to always do what is right for fellow Soldiers, the Army, and the Nation. <b>Character</b> enables the Soldier to operate in a complex and uncertain environment with the understanding that the Soldier is individually accountable for not only what is done, but also for what might not be done. ... Qualities of <b>character</b> and ethical behavior will be stressed at every level.</p>
TP 600-4 The Soldier’s Blue Book	Oct 2014	<a href="http://www.tradoc.army.mil/tpubs/pams/TP600-4withChange1.pdf">http://www.tradoc.army.mil/tpubs/pams/TP600-4withChange1.pdf</a>	<p>In the Army Definitions section on page 200, add the following after the definition for Army Emergency Relief: “Army Professional- A member of the Army Profession who meets the Army’s certification criteria of competence, <b>character</b>, and commitment.”</p> <p>Chap 2. <i>“Professionals are guided by their ethic; the set of principles by which they practice, in the right way, on behalf of those they serve – demonstrating their <b>Character</b>. This is their identity...”</i></p> <p>2-2. These beliefs guide our decisions and actions as we perform our duties and continuously <b>develop</b> in <b>Character</b>, Competence, and Commitment.</p> <p>2-3. <b>Army Professionals</b> are responsible for <b>developing</b> and maintaining <b>moral character</b> and competence, on and off duty, while following their commitment to work that is more than a job; it is a calling to serve in the defense of the Nation. ... Trust is belief and confidence in the, <b>Character</b>, Competence, and Commitment of Army Professionals to ethically and efficiently accomplish the mission.</p> <p>2-5. helping you to become Soldiers of... <b>Character</b>: Soldiers who understand the Army culture and demonstrate through decisions and actions the Army Values and Warrior Ethic.</p> <p>2-6. The task at hand is to <b>develop</b> and certify you in the Army Profession of <b>character</b>, commitment, and competence.</p>

Title	Date	URL	Reference to Character or Character Development
			<p>4-1. BCT and OSUT builds <b>character</b>, instills discipline and Army Values, improves physical conditioning, and teaches basic combat and occupational skills. ... Over the course of a number of weeks you will <b>develop</b> the <b>character</b>, commitment and competence skills and knowledge to succeed as a Soldier. Pg 59. AIT Platoon Sergeant Creed: I will share my knowledge and experience, and enforce the Army Standards in every Soldier by demonstrating <b>character</b>, competence, and commitment.</p> <p>8-4. Comprehensive Soldier Fitness.</p> <p>2. Emotional strength means approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina, and <b>good character</b> with your choices and actions.</p> <p>4. Spiritual strength refers to one's purpose, core values, beliefs, identity, and life vision. These elements, which define the essence of a person, enable one to build inner strength, make meaning of experiences, behave ethically, persevere through challenges, and be resilient when faced with adversity. An individual's spirituality draws upon personal, philosophical, psychological, and/or religious teachings, and forms the basis of their <b>character</b>.</p>
<b>Other TRADOC publications</b>			
Army Civilian Acculturation Brochure			The Army values are the basic moral building blocks of an Army professional's <b>character</b> .
Consideration of Others	N/A	<a href="http://www.tradoc.army.mil/dcspil/documents/Policies/AG/C02%20Handbook.pdf">http://www.tradoc.army.mil/dcspil/documents/Policies/AG/C02%20Handbook.pdf</a>	<p>-The need for excellence in a unit's <b>organizational character</b>. In the Army, we use the term "unit cohesion" to describe <b>organizational character</b>.</p> <p>- This truth will <b>develop</b> your soldiers into leaders of <b>character</b>—not only during their time in uniform but throughout their lives.</p> <p>-Must be a person of <b>strong and honorable character</b>.</p> <p>-Your <b>demonstrated character</b>, knowledge, and professional skills.</p>

Title	Date	URL	Reference to Character or Character Development
DoD Publications			
Joint Doctrine Note 2-13 (Commander's Communication Synchronization)		<a href="http://www.dtic.mil/doctrine/notes/jdn2_13.pdf#search=Character">http://www.dtic.mil/doctrine/notes/jdn2_13.pdf#search=Character</a>	App B. 4.b.(3). <b>Character trait</b> data such as a leader's core beliefs and values, perceptual biases, and decision making style should be combined with a historical track record of that leader's past decisions.
Joint Pub 1		<a href="http://www.dtic.mil/doctrine/new_pubs/jp1.pdf">http://www.dtic.mil/doctrine/new_pubs/jp1.pdf</a>	ix./ 1.d.(4). The <b>character</b> , professionalism, and values of our military leaders have proven to be vital for operational success. 18.c. The <b>character</b> , professionalism, and values that are the hallmark of the joint force demand that leaders care for our forces and their families. App B. 1.a. A professional is a person of <i>both character and</i> competence. App B. 1.c. <b>Strong character</b> and competence represent the essence of the US joint military force and its leaders. Both are the products of lifelong learning and are embedded in JPME. App B. 2.a. <b>Character</b> refers to the aggregate of features and traits that form the individual nature of a person. In the context of the profession of arms, it entails moral and ethical adherence to our values. <b>Character</b> is at the heart of the relationship of the profession with the American people, and to each other. App B. 3.a.(4) Integrity is the quality of being honest and having strong moral principles. Integrity is the bedrock of our <b>character</b> and the cornerstone for building trust.
2011 National Military Strategy of the United States of America		<a href="http://www.dtic.mil/doctrine/doctrine/other/nms_2011.pdf#search=Character">http://www.dtic.mil/doctrine/doctrine/other/nms_2011.pdf#search=Character</a>	IV. It recognizes that the unique <b>character</b> of our Service members
"Insights and Best Practices" Focus Paper: Design and Planning		<a href="http://www.dtic.mil/doctrine/fp/fp_design_planning.pdf#search=Character">http://www.dtic.mil/doctrine/fp/fp_design_planning.pdf#search=Character</a>	Page 19-20. The CoS also facilitates the commander's ability to make decisions and receive information at the right time and place, tailored to the commander's unique personality and <b>character</b> .
"Insights and Best Practices" Joint Operations		<a href="http://www.dtic.mil/doctrine/fp/joint_operations_fp.pdf#search=Character">http://www.dtic.mil/doctrine/fp/joint_operations_fp.pdf#search=Character</a>	Page 17. Commanders' courage and <b>character</b> remain paramount.