

## Army White Paper

# **Developing the Character of Trusted Army Professionals: Forging the Way Ahead**

We want leaders that are tough, resilient, that can think, and out-fight and out-smart the enemy. We want them to be adaptive and agile and flexible. And, we want them not only competent, but we want leaders of character.

General Mark A. Milley, Chief of Staff of the Army  
Remarks to the National Guard Association of the United States  
(NGAUS, 11 Sep 2015)

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U.S. Army Training and Doctrine Command

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## FOREWORD

The importance of developing and strengthening the *character* of Soldiers and Army Civilians is widely recognized in American military history, discussed in professional journals, and cited in Army doctrine. This tenet reflects our belief that trust is the foundation for success on every mission and in all relationships, and such trust cannot be continuously reinforced without leaders of character who help us win our nation's wars in the right way.

The Army Profession thrives in a culture of trust that must be reinforced as we live by and uphold the Army Ethic. Doing so manifests our shared identity as trusted Army professionals. Trust with our brothers and sisters within the Army Family is gained and strengthened through consistent demonstration of our character, competence, and commitment. These certification criteria are mutually supporting, and each is essential.

As a profession and a department of government, the Army is granted the privilege of serving the American people and defending their rights and interests only because we are trusted to accomplish the mission ethically, effectively, and efficiently. To reinforce this sacred bond of trust, our Army must contribute honorable service, military expertise, and responsible stewardship, while demonstrating courageous esprit de corps.

Based on differences in operations and career management programs, the content and timing of activities supporting leader and professional development necessarily differ within the Profession of Arms. Likewise, the developmental process for the Army Civilian Corps is tailored to meet its unique characteristics. However, what is common to current leader and professional development in each of our components and communities of practice is the absence of an accessible, accepted, comprehensive, and adaptable concept for developing and assessing character. This White Paper discusses this critical gap in our capability.

Our success in closing this gap will enhance individual and unit readiness; build cohesive teamwork; support the Army Family; strengthen the Army culture of trust; and reinforce trust with the American people. As we move forward with this strategically important initiative, we welcome your perspectives and recommendations in order to achieve consensus on how our Army develops character.



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Director, Mission Command Center of Excellence

## ***The Army Ethic*** ***The Heart of the Army***

The Army Ethic includes the moral principles that guide our decisions and actions as we fulfill our purpose: to support and defend the Constitution and our way of life. Living the Army Ethic is the basis for our mutual trust with each other and the American people. Today our ethic is expressed in laws, values, and shared beliefs within American and Army cultures. The Army Ethic motivates our commitment as Soldiers and Army Civilians who are bound together to accomplish the Army mission as expressed in our historic and prophetic motto: ***This We'll Defend.***

Living the Army Ethic inspires our shared identity as trusted Army professionals with distinctive roles as *honorable servants*, *Army experts*, and *stewards of the profession*. To honor these obligations we adopt, live by, and uphold the moral principles of the Army Ethic. Beginning with our solemn oath of service as defenders of the Nation, we voluntarily incur the extraordinary moral obligation to be trusted Army professionals.

### ***Trusted Army Professionals are***

#### **Honorable Servants of the Nation—Professionals of Character:**

We serve honorably—according to the Army Ethic—under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with respect.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

#### **Army Experts—Competent Professionals:**

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

We continuously advance the expertise of our chosen profession through life-long learning, professional development, and our certifications.

#### **Stewards of the Army Profession—Committed Professionals:**

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We wisely use the resources entrusted to us, ensuring our Army is well led and well prepared, while caring for Soldiers, Army Civilians, and Families.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing our bond of trust with each other and the American people.

**Figure 1. The Army Ethic—our shared identity and moral principles**

## INTRODUCTION

The Army Profession and Army leaders are responsible for continuously developing Soldiers and Army Civilians throughout their years of honorable service. The developmental process includes education, training, and experience. This programmatic activity is supported by caring leadership and reflection. In this way we are prepared – ready and resilient – to perform present and future duty with discipline and to standard.

In America's Army we have always been committed to developing the character of our Soldiers and Army Civilians. Therefore, the present focus is not to emphasize why character is important. Rather, our task is to determine how to provide for character development across the force, within the continuous effort to be ready to fight and win our Nation's wars. We recognize that Soldiers and Army Civilians are responsible for their individual decisions and actions. However, each of us is an agent of the Army and a representative of our Nation. As such, the Army Profession has a moral responsibility to ensure our service is honorable.

Stewardship of our Army Profession and the security of our Nation require trusted Army professionals who are honorable servants – professionals of character; Army experts -- competent professionals; and responsible stewards of the Army Profession – committed professionals. *No one automatically demonstrates these qualities. Conscientious effort is required to develop and prepare Soldiers and Army Civilians to make right decisions and to take attendant actions.*

Leader and professional development in the institutional, operational, and self-development domains is based on the moral principles of the Army Ethic, including Army Values (see figure 1). These principles, articulated in Army Doctrine Reference Publication 1 – *The Army Profession* (ADRP 1, 2015), apply in conduct of the mission, performance of duty, and in all aspects of life. In this light, the Army Ethic transcends cultural, religious, ethnic, and socioeconomic diversity – a strength of our Army and our Nation – and unites us in common moral purpose to defend the Constitution and the rights and interests of the American people.

Intrinsically, character is our true nature, including identity, sense of purpose, values, virtues, morals, and conscience. Character, in an operational sense, is revealed in our dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in our decisions and actions.

Accordingly, within the continuous process of leader and professional development, character must be an inherent, essential outcome and a certification criterion. The quest to live our shared identity as trusted Army professionals is lifelong and strengthened within the complementary institutional, operational, and self-development domains that must develop character, competence, and commitment through education, training, and experience.

Living by and upholding the Army Ethic strengthens the Army culture of trust and reinforces cohesive teamwork. Therefore, all Army professionals are expected to exercise exemplary leadership and to willingly offer and accept coaching, counseling, and mentoring. In this way, all

are inspired, motivated, and taught to live by and uphold the Army Ethic, contributing to mission accomplishment, in the right way. This is our lifelong commitment. When our Soldiers and Army Civilians return to society as private citizens, they continue to be moral-ethical exemplars for their families and communities. Every veteran of honorable service and Army retiree is a “Soldier for Life” and continues to contribute to the well-being of the United States of America.

Senior Army leaders, as strategic stewards of the Army Profession, have a special responsibility. They must establish the policies, programs, and systems within the institutional and operational Army that create conditions conducive to character development. In this way, the Army culture of trust inspires, motivates, and encourages decisions and actions consistent with the Army Ethic.

As Soldiers and Army Civilians, we made a conscious decision to join the profession. Each of us took a solemn oath to support and defend the Constitution of the United States. While our individual values or value systems may vary, we are all expected to decide what is right, as expressed in the Army Ethic, and demonstrate the character, competence, and commitment to act accordingly (ADRP 1, 2015). Our commitment and ability to do so cannot be taken for granted, and we are accountable to each other and the American people for our decisions and actions.

Therefore, articulating an Army concept for character development within the process of leader and professional development is imperative. The challenge is to determine *how* to achieve this ideal. The goal is to explicitly and deliberately integrate character development within all activity contributing to the development of trusted Army professionals. The intent is to reinforce external trust with the American people and mutual trust and cohesion within the Army Profession.

## **BACKGROUND**

The immediate question and the theme of this White Paper is: How should the Army Ethic *drive* Character Development for Army professionals? In other words, what is our concept for developing Soldiers and Army Civilians to make decisions and take actions that are consistent with the moral principles of the Army Ethic? We must also address methods of assessing the success of our efforts within the complementary institutional, operational, and self-development domains. This challenge is not new; America’s Army has always valued character. Since its inception as the Continental Army, America’s Soldiers and Army Civilians have known that the mission must be conducted “in the right way” (Fischer, 2004). In 1997, Public Law 105-85 amended United States Code Title 10, by adding Section 3583, explicitly directing commanding officers and others in authority (by implication, all Army leaders) to “show in themselves a good example of virtue, honor, patriotism, and subordination” (USC Title 10, 2006, p. 1582).

### **§ 3583. Requirement of exemplary conduct**

All commanding officers and others in authority in the Army are required—

- (1) to show in themselves a good example of virtue, honor, patriotism, and subordination;
- (2) to be vigilant in inspecting the conduct of all persons who are placed under their command;
- (3) to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them; and
- (4) to take all necessary and proper measures, under the laws, regulations, and customs of the Army, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

(Added Pub. L. 105–85, div. A, title V, § 507(a) (1), Nov. 18, 1997, 111 Stat. 1726.)

The terms *character* and, at times, *character development* are addressed in many Army and Department of Defense publications (see Military Publications Addressing Character or Character Development, at <http://cape.army.mil/character-development-project/>). All stress the importance of character and its relationship to trust. For example, TRADOC Regulation 350-70, Army Learning Policy and Systems states, “It is critical to develop character from the beginning” and Initial Military Training institutions “must positively promote” this goal. However, this regulation and other documents provide no guidance on what must be done within the environment to achieve success.

Developing professional leaders of character, competence, and commitment is the purpose of the Army Leader Development Strategy (ALDS 2013; 2016 TBP). Character is inherent within the Army Leader Requirement Model (ADRP 6-22, 2012) and integral within the Army Human Dimension Strategy (HDS, 2015). As expressed in the Army Leadership regulation (AR 600-100, 2007; 2016 TBP), leader and professional development are complementary, concomitant, deliberate, and continuous. They accrue through the synthesis of education, training, and experience designed to inspire and motivate Soldiers and Army Civilians – trusted Army professionals – to perform present and future duty in accordance with the Army Ethic.

The Army Profession is responsible for certification: verification and validation of the character, competence, and commitment of Soldiers and Army Civilians to fulfill responsibilities and successfully perform assigned duties with discipline and to standard (ADRP 1, 2015, para 5-11). However, as articulated in Army Capability Needs Analysis GAP #501028:

The Army lacks the capability to identify attributes of character and to assess the success of efforts to develop character so that Army professionals consistently demonstrate their commitment and resilience to live by and uphold the Army Ethic.

To address this gap, the Army Profession and Leader Development Forum approved the Character Development Project initiative (ALDP I-14-007, 2014), and the Army Chief of Staff designated the effort as a top priority in Fiscal Year 2016 (MEMO FY16, 2015). However, it is important to consider that the title of the initiative -- Create a Concept and Doctrine for Character Development -- does not denote a decision to generate a formal Army concept or new Army doctrine. At present, the concept for character development refers to formulating and articulating an idea for how to develop and assess character. This will include a description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends) (TR 71-20, 2013). Therefore, “concept” is related to the “commander’s intent” as a clear and concise expression of the purpose and the desired end state. This interpretation is also associated with the “concept of operations” as a description for how units and organizations will cooperate to accomplish the mission (ADRP 5-0, 2012). Moving forward, as essential elements of analysis are addressed and understood, the Army Profession and Leader Development Forum (APLDF) will decide what Army publication is best suited to express the concept for Character Development (see figure 2).

The Army Ethic White Paper, signed by the CSA 11 July 2014, was written to generate discussion and seek consensus on the need to address “an omission in our doctrine – the absence of an articulated, accessible, and understandable expression of the Army Ethic” (Army Ethic White Paper, 2014). This observation did not imply the absence of an Army Ethic. Rather, the need was to cogently express our ethic so it could be taught and adopted by all Soldiers and Army Civilians, as reflected in their decisions and actions – “across the board” – in accomplishment of the mission, performance of duty, and in all aspects of life.

Accordingly, ADRP 1, *The Army Profession* was updated in June 2015 to include a new chapter articulating the Army Ethic based on our shared identity as trusted Army professionals. In this capacity we are Honorable Servants – professionals of character; Army Experts – competent professionals; and responsible Stewards – committed professionals.

In an aspirational sense, the Army Ethic:

- Guides the Army Profession in the *ethical* design, generation, support, and application of landpower, including regulations, policies, programs, procedures, practices, and systems;
- Expresses the standard and expectation for all of us to make right decisions and to take right actions;
- Inspires and strengthens our shared identity as trusted Army professionals;
- Provides motivation and inspiration for each of us to strengthen our sacred bonds of trust with the American people and each other; and
- *Drives Character Development for the Army and Army professionals.*

(Army Ethic White Paper, 2014)

Yet, what is being done in education, training, and experience to explicitly achieve this ideal? Within the Army, the effort to develop Soldiers and Army Civilians to live by and uphold the Army Ethic has been described as “laissez-faire” (Michelson, 2013).

#### MISSION:

Under the authority of HQDA EXORD 086-16 HUMAN DIMENSION (20151222), the “Character Development Project Team” articulates, gains approval for, and publishes the Army Concept for Character Development -- applicable within the process of leader and professional development -- NLT June 2017, in order to strengthen shared identity and inform the certification of trusted Army professionals.



**Intrinsically, character** is “one’s **true nature**, including identity, sense of purpose, values, virtues, morals and conscience.”

**Operationally**, doctrine defines **character** as “Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully **demonstrated in decisions and actions.**”

The Army Profession certifies the character, competence, and commitment of Soldiers and Army Civilians. (ADRP 1)

**Character** is central to developing **mutual trust** and **cohesive teams** within **Mission Command** (ADRP 6-0), which in turn strengthens **resilience** and **personal readiness** while contributing to **unit readiness**. **Character Development** is a unifying theme within *The Army Human Dimension Concept*; the *Talent Management Concept of Operations for Force 2025 and Beyond*; is an essential requirement for **Leader Development** (ALDS, ADRP 6-22); and integral to the Army meeting **Army Warfighting Challenges 4, 8, 9, 10 and 19**

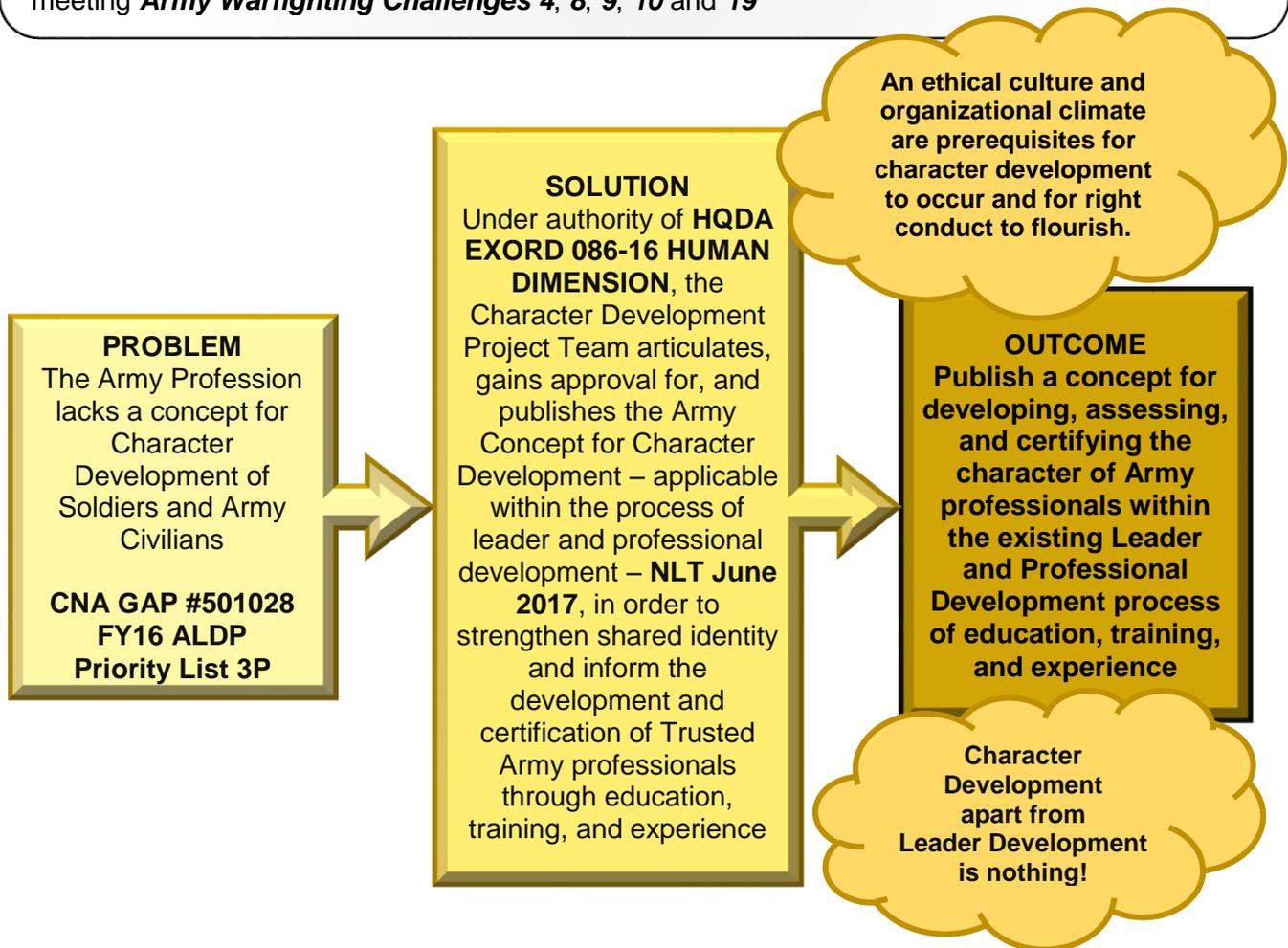


Figure 2 – Character Development Project

## RISKS:

Failure to accomplish the mission:

- Permits leader and professional development of Soldiers and Army Civilians to proceed without explicit, coordinated focus on character in concert with competence and commitment;
- Accepts unsynchronized, arbitrary descriptors for desired qualities of character in Soldiers and Army Civilians;
- Continues undisciplined ways and means of assessing the success of Army efforts to develop character within education, training, and experience;
- Defers to legalistic, rules-based, and consequentialist reasoning in adjudging the propriety of decisions and actions; and
- Undermines promulgation of the Army Profession and Army Ethic through explicit integration of Character Development in the institutional, operational, and self-development domains; thus increasing the likelihood of misconduct, indiscipline, and unethical decisions and actions.

## DISCUSSION

As noted above, the recently revised ADRP 1, *The Army Profession* (ADRP 1, 2015) articulates the Army Ethic. Logically, our ethic should drive the concept for character development. This means that the moral principles of the Army Ethic are reflected in Army policies, programs, and practices; and are upheld in the decisions and actions of Soldiers and Army Civilians. However, there is no authoritative consensus regarding the ways and means for achieving this end. Therefore, the successful completion of this project enhances the Military Expertise of the Army Profession; specifically in the “moral-ethical” and “leader-human development” fields. The former encompasses the application of the Army Ethic to decisions and actions in accomplishing the mission, performing duty, and in all aspects of life. The latter addresses inspiration and motivation of American citizens to accept a calling to honorable service, a shared identity as trusted Army professionals, and lifelong development and certification in character, competence, and commitment. Each field of Military Expertise supports the integration and coordination of Army professional development of Soldiers and Army Civilians.

Character development, integrated within leader development, helps address Army Warfighting challenges, “solutions to which improve the combat effectiveness” and readiness of the current and future force. Specifically, at the level of the “Institutional Army” (AWFC 4), character development is inherent within our responsibility to ethically design, generate, support, and apply landpower (ADRP 1).

“Realistic Training” (AWFC 8) contributes to and benefits from a published Army concept for character development. Such training includes ethical challenges, preparing us to accomplish the mission, in the right way.

Improving “Soldier, Leader, and Team Performance” (AWFC 9) demands discipline, mutual trust, cohesion, perseverance, and resilience to accomplish the mission in the right way as a team. Each is strengthened through leadership consistent with the Army Ethic.

The challenge of developing “Agile and Adaptive Leaders” (AWFC 10) requires that we apply the moral principles of the Army Ethic in conditions of uncertainty and chaos. We must assess right courses of action in complex environments against adaptive enemies.

Ultimately, an Army concept for character development is necessary to implement the philosophy and doctrine of mission command (AWFC 19). Mission command is based on building cohesive teams through mutual trust (ADRP 6-0). This is perhaps the ultimate challenge. Achieving this goal requires character – the foundation for mutual trust and cohesion.

As we implement the Army Operating Concept (TP 525-3-1, 2014) and execute the Human Dimension and Leader Development Strategies, our success depends on Soldiers and Army Civilians of character, competence, and commitment. Within the institutional Army, Professional Military Education, the Civilian Education System, and formal training make essential contributions to strategic goals through the design and implementation of effective programs of instruction.

Senior commanders are responsible for accomplishing the mission and establishing policies and procedures that foster positive organizational climates. They provide exemplary, caring leadership and stewardship of the people, installations, and resources entrusted to their care. At all levels, commanders play a key role and must integrate efforts to develop character within education, training, and operations. This strengthens the Army culture of trust and reinforces mutual trust and cohesion.

At the level of the individual within the organization or team, there is an expectation of commitment to lifelong learning, self-development, and exemplary conduct. Each of us must willingly offer and receive coaching, counseling, and mentoring. In this way, trusted Army professionals contribute to their own development and to that of their subordinates, peers, and other leaders.

**Thus, the Army concept for character development cannot be a separate endeavor, but must be integrated within the process that develops competence and commitment. Application of the concept will be adapted to the separate operating environments of each component and community of practice.**

Assumptions -- in the Army:

- Character is developed through education, training, and experience; and it is strengthened and assessed through coaching, counseling, and mentoring;
- Character development must be integrated within leader and human dimension strategy, programs, and doctrine;

- Our concept must be based on a multi-disciplinary approach, informed by relevant disciplines (e.g., philosophy, ethics, law, medicine, psychology, sociology, anthropology, pedagogy);
- Application of our character development concept must be tailored to the specific operating environment based on component, community of practice, career management field, level of responsibility, etc.;
- An ethical culture and organizational climate are prerequisites for character development to occur and for right conduct to flourish; and
- Success of this mission requires insightful, informed contributions from across the force.

Facts bearing on mission accomplishment:

- The Human Dimension Concept (TP 525-3-7, 2014) recognizes the need for character in Army professionals to be deliberately developed throughout an Army career; this theme is affirmed in the Human Dimension Strategy (HDS, 2015).
- The Army Leader Development Strategy addresses “the deliberate, continuous, and progressive process—founded in Army Values—that grows Soldiers and Army Civilians into *competent, committed* professional leaders of *character*” (ALDS, 2013).
- “Leader development is achieved through career-long synthesis of training, education, and experience ... in the institutional, operational, and self-development domains, supported by peer and developmental relationships” (ALDS 2013).
- By doctrine, the Army Ethic should guide the decisions and actions of trusted Army professionals (ADRP 1, 2015).
- Doctrine states that mutual trust and cohesive teamwork are essential to accomplish the mission (ADRP 6-0, 2012); and these are strengthened through consistent demonstration of character, competence, and commitment (ADRP 1, 2015).
- Army leadership doctrine states that character development is a process involving ... education, training, experience, self-development, coaching, counseling, and mentoring (ADP/ADRP 6-22, 2012; FM 6-22, 2015).
- While “individuals are responsible for their own character development,” they are supported by “leaders [who] are responsible for encouraging, supporting and assessing the efforts of their people” (ADRP 6-22, 2012).
- Leaders of character develop through continual study, reflection, experience, and feedback (ADRP 6-22, 2012).

Key tasks (Essential Elements of Information/Analysis) – to ensure mission accomplishment we will:

- Determine how the relevant literature informs Character Development.
- Identify and include the relevant scientific and academic disciplines.

- Identify and develop an Army Profession lexicon for attributes of character.
- Understand the relationships among: character, identity, and personality; values, virtues, and morals (conscience).
- Understand the effects of resilience and social-emotional intelligence.
- Identify and determine the effects of external factors (e.g., religion, family, socio-economic).
- Determine the effects of internal factors (e.g., culture of trust, esprit de corps, organizational climate).
- Identify both enablers and obstacles at the level of the Army Profession and the Institutional and Operational Army.
- Determine what must be done at the institutional and operational levels (e.g., policies, programs, procedures).
- Define the role for Senior Stewards (leaders) in supporting character development.
- Determine what activity must take place at the level of the individual within the team (e.g., leadership, coaching, counseling, mentoring, self-development).
- Consider the value-added of service-learning and community support to character development.
- Determine how the Army Ethic drives Character Development.
- Identify reliable and valid means of assessing character development
  - at the level of the profession/institution;
  - for the individual within the team.
- Identify gaps in Army knowledge for future research.

## **METHOD**

The Character Development Project Team is comprised of all Army organizations represented in the APLDF and those identified as Offices of Coordinating Responsibility for the Army Profession, a cross-cutting concept, in HQDA EXORD 086-16 HUMAN DIMENSION. Operating as the Office of Primary Responsibility for the Commanding General TRADOC, the Center for the Army Profession and Ethic (CAPE) develops and executes the project plan.

The Character Development Project Team benefits from the advice of multi-disciplinary subject-matter experts (SMEs) within the Department of Defense, including representatives from the Departments of the Navy and Air Force. Volunteers from civilian academic institutions, non-profit centers focusing on ethical leadership/citizenship, and retirees will lend their counsel and support. Guidance and insights from senior Army leaders will be incorporated through the staffing process and discussions in the APLDF. Junior leader insights will be solicited at the Junior Leader Army Profession Symposium and at the Captain's, Warrant Officer, and Non-Commissioned Officer Solaria. Students in Intermediate Level Education will contribute through discussions and papers generated in electives focused on character development.

The Character Development Project literature review began in June 2015. This is a living document, and we continue to refine and update the product as relevant publications are discovered. The literature review serves to inform the project team and interested parties on the published perspectives that inform the development and assessment of character. (see CDP Lit Rev, 2016; at <http://cape.army.mil/character-development-project/>).

The Mission Analysis and Project Plan were initiated in the 4<sup>th</sup> Quarter FY15. These documents will guide execution of the mission and will be adjusted based on senior leader guidance and progress in addressing the key tasks, cited above (see CDP Msn Analysis, 2016; at <http://cape.army.mil/character-development-project/>).

Throughout this project, as key Army documents are revised or updated, their design should anticipate integration of character development policy and practice. For example, training should be designed to develop character along with competence and commitment. Performance evaluations, both individual (coaching, counseling, mentoring) and unit/organizational, should include demonstration of character (decisions and actions consistent with the Army Ethic) in the assessment. Training scenarios (actual and virtual) should include ethical challenges encountered during the mission; after-action reviews should routinely address ethical lessons-learned. The revised ALDS (2016) and updates to doctrinal publications (e.g., ADP/ADRP 7-0) must be written to provide “maneuver space” for incorporating guidance and activity that contribute to character development.

## **CONSTRAINTS**

Character development within the Army Profession must be designed and implemented in a manner compatible with and integrated within unit training and operations. There is neither time nor other resources to support new training requirements. The literature and empirical evidence support the imperative that character and competence must be developed simultaneously, within the same processes of education, training, and experience. The role of the leader in setting the example; creating a positive command climate; and offering constructive coaching, counseling, and mentoring is essential.

No additional funding beyond currently projected/approved levels is expected or necessary to accomplish the mission. Non-governmental SMEs and contributing retirees are volunteers, and no financial support beyond invitational travel or currently funded activity will support their participation and contributions.

Based upon the intent to complete this project NLT June 2017, it is expected that the Army concept for Character Development will depend on research and best practices that are currently available or in-process.

## **END STATE**

This project redresses a gap in our ability to develop and assess character, providing an accessible, accepted, comprehensive, and adaptable concept to achieve these ends. The concept is implemented in a disciplined, intentional manner within ongoing efforts to develop competence and commitment. The Army Profession, institutional and operational Army, and all trusted Army professionals continuously strengthen character, competence, and commitment.

## **IN CLOSING**

Gaining consensus on how the Army should integrate efforts to strengthen character within education, training, and experience is an Army Chief of Staff priority (MEMO FY16, 2015). This mission requires our collective wisdom and judgment. Our success will contribute to: integration of character development within the human dimension and leader development strategies; talent and personnel management policy and practice; execution of mission command under its operating principles; and reinforcing mutual trust within the Army and with the American people.

## GLOSSARY:

Character – One’s true nature (e.g., values, virtues, identity, purpose, morals), demonstrated in decisions and actions.

Ethic – Set of moral principles guiding our decisions and actions.

Ethics – Study of what is right and wrong (philosophy, theology, law).

Identity – One’s sense of self – perceptions of one’s roles and purpose in life.

Morals – Beliefs about what is right and wrong (conscience).

Personality – One’s unique variation on human nature, expressed as a pattern of traits and adaptations, situated in social context and culture.

Values – Principles or concepts that are always important and reflected in decisions and actions.

Virtues – Qualities demonstrated in conduct and behavior that are respected and admirable.

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