**Problem Statement:** The Army must design and gain HQDA approval for a plan to implement and assess *The Army’s Framework for Character Development* (FY 18 APL #2P, “Implement and Assess the Army Framework for Character Development”).

<table>
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<tr>
<th>Lead: MCCoE/CAPE</th>
<th>AO: MAJ Peter Sulewski</th>
<th>Director: COL Geoffrey Catlett</th>
<th>SRO: MG James Mingus</th>
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</thead>
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<tr>
<td>Assist Organizations: Multiple Agencies</td>
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**Solution:**


**Discussion:**

CAC/CAPE is the AR 5-22 proponent for the Army Profession, Army Ethic, and Character Development and the AR 600-100 Army lead for character development of Army professionals. As such, CAPE is designated by CG, CAC as the OPR for APLDF Initiative I-14-007, FY18 APL 2P.

In FY17, the CG, TRADOC signed the Army White Paper, “The Army’s Framework for Character Development” -- applicable to the Total Force. APLDF 17-4 affirmed that Planning for implementation of approved initiatives (see ref: Annex B) and assessment of their effects is the next step in the process.

**Way Ahead:**

- Present the emerging “Army Framework for Character Development Implementation Plan” at APLDF 18-1 to gain approval for the Lines of Effort and Time-Phasing of the Supporting Objectives and Tasks.
- Continue coordination with Army organizations identified as OPRs and OCRs for Supporting Objectives and Tasks.

**End State:** *The Army’s Framework for Character Development* is accepted, adapted, and implemented across the Total Force. The Army assesses success in a disciplined, deliberate manner within ongoing efforts to develop leaders who are *Trusted Army Professionals of character, competence, and commitment (ALDS IAW the Army Ethic at all levels of leadership)*.
Request Approval:

- “Army Framework for Character Development Implementation Plan” with Lines of Effort and Time-Phasing of the Supporting Objectives.

Agenda:

- Army Character Development Project; Background
- *The Army’s Framework for Character Development*
- Implementation Plan; LOEs and Supporting Objectives
- Next Steps
Character

• *Intrinsically* – One’s true nature, including identity, sense of purpose, values, virtues, morals, and conscience. (ADRP 1, para 5-14; FM 6-22, para 5-2)

• *Operationally* – Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions. (ADRP1, para 5-14; FM 6-22, para 5-2)

**Character Development**

The continuous process—integrated within sequential and progressive education, training, and experience—that strengthens the resolve of trusted Army professionals to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions. (The Army Framework for Character Development, 28 August 2017)
Army Framework - Character Development

APLDF FY 18, Initiative I-14-007, APL 2P
Army Character Development Framework, Implementation & Assessment

APLDF FY 17, Initiative I-14-007, APL 3P
Army Character Development Project

HQDA EXORD 086-16, HUMAN DIMENSION

APLDF FY 16, Initiative I-14-007, APL 3P
Concept, Strategy, Doctrine for Character Development

CNA HD GAP 501028

APLDF FY 15, Initiative I-14-007, APL 4P
Concept, Strategy, Doctrine for Character Development

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**ENDSTATE**: The Army Leader Development Strategy is implemented in accordance with the Army Ethic, providing the Nation an Army of trusted professionals of character, competence, and commitment who are inspired to honorably fulfill their Oaths of Service.

The ALDS and the Army Ethic apply to the Army as an institution, guide all Army organizations, and support the development of trusted Army professionals across the Total Force. Leader responsibilities include reinforcing an Army culture of trust, creating and sustaining professional climates within Army organizations, and adopting and strengthening our shared identity as trusted Army professionals. In this light, the responsibilities at each level of leadership are mutually supporting and interdependent. Leaders at all levels influence and are influenced by the Army culture, their organization, and living our shared identity. All Army leaders must acknowledge and accept their inherent responsibility to develop character within themselves and others.
Army Character Development - Implementation Plan -

**Objectives**

- Policies, Programs, Systems, -Strengthen-
  Army Culture of Trust

**End-State**

Army Leader Development Strategy is implemented IAW The Army Ethic, providing the Nation an Army of Trusted Professionals of character, competence, and commitment who are inspired to honorably fulfill their Oaths of Service.

**LOE 1: Strategic Leaders ➔ Army Culture of Trust**

- S.O. 1.1: Strategic Focus in PME/CES
- S.O. 1.2: Army Policy/Doctrine Synchronization
- S.O. 1.3: Strategic Communication/Messaging
- S.O. 1.4: Recruiting

**LOE 2: Organizational Leaders ➔ Professional Climate**

- S.O. 2.1: Organizational Climate
- S.O. 2.2: Ethical Challenges in Education, Training, & Operations
- S.O. 2.3: Certification

**LOE 3: Direct Leaders ➔ Trusted Army Professionals**

- S.O. 3.1: Shared Identity

**S.O. 4.1: Design and Test Assessment Process**

**PHASE I: Design and Staging**
- FY2018
  - 1st Qtr Author’s Draft Dec 17

**PHASE II: Initial Ops**
- FY2019
  - 2nd Qtr Initial Draft Mar 18
- FY2020
  - 3rd Qtr Final Draft Jun 18

**PHASE III: Continuing Ops**
- FY2021
  - 4th Qtr Signature Draft Sep 18
- PHASE IV: Full Ops

**PHASE IV: Full Ops**
FY 18: Phase I – Design and Staging (Planning)
- Develop, Staff, and Gain Approval for the Implementation and Assessment Plan for the Army’s Framework for Character Development
  - Identify Partners for Implementation of Initiatives (e.g., SO 1.3)
  - Establish ASA (M&RA) Chartered Working Group, addressing SO 2.1 (Climate), SO 2.3 (Certification), SO 3.1 (Identity), SO 4.1 (Assessment)
- Provide IPRs (MOP)/Extend the APLDF Initiative into FY 19

FY 19: Phase II – Initial Operations
- Army Publications, Synchronization Continues
- PME/CES, Tng, Opns Integrate Ethical Reasoning/Challenges
- Integrate Best Practices in Instructor preparation & certification (e.g., ASLTE, GVV, First Tee, Covey)
- Provide IPRs (MOP)/Extend the APLDF Initiative into FY 20

FY 20: Phase III – Continuing Operations
- Continuation of planned implementation
- Initial assessment of success (MOE)/Close the APLDF initiative

FY 21: Phase IV – Full Operations with continuing assessment
**Phase I: Design and Staging**  
- Plan for Implementation -

1. **APLDF 18-1**  
   - 16 Nov 17  
   - Army Framework Approved  
   - Implementation Planning  
   - APLDF 17-4 (22 Aug 17)

2. **APLDF 18-2**  
   - 6 Feb 18  
   - Author’s Draft  
   - Jan 18

3. **APLDF 18-3**  
   - 8 May 18  
   - Prepare Final Draft  
   - Mar 18

4. **APLDF 18-4**  
   - Aug 18 (TBD)  
   - Prepare Signature Draft  
   - May 18

**DECISION**  
- WAY-POINT I

**DECISION**  
- WAY-POINT II

- Transition to Phase II  
- (Initial Operations)
**SO 1.1:** Ensure strategic leader influence on the Army culture of trust is understood beginning at intermediate levels of PME/CES and reinforced at senior levels of learning.

OPRs: TRADOC and USAWC - Integrate ethical considerations within strategic thinking beginning at intermediate PME/CES.

**SO 1.2:** Ensure future directives, policies, concepts, doctrine, and strategic communications support an Army culture of trust and enable mission command at all levels of leadership.

OPRs: ASA (M&RA) and TRADOC – Align and synchronize directives, policies, and doctrine supporting implementation of the Army’s Framework for Character Development.

**SO 1.3:** Ensure strategic messaging represents the Army as a trusted military profession and Soldiers and Army Civilians as trusted Army professionals, answering a calling to honorable service.

OPRs: ASA (M&RA), OCPA, TRADOC – Ensure strategic messaging to the American people reflects the Army as a calling to honorable service and coordinate with USAREC.

**SO 1.4:** Army recruiter selection, preparation, and certification reinforces the strategic message and the responsibility to inspire and motivate individuals to join the Army as a calling to honorable service.

OPRs: HQDA DCS G-1 and TRADOC – Ensure policies and procedures support recruiting Soldiers who are inspired and motivated to answer a calling to honorable service.
SO 2.1: Ensure leaders know why and how to establish professional organizational climates and have the resources to assess climate and adjust, as necessary.

OPRs: ASA (M&RA) and TRADOC – Assign proponency for organizational climate and align policies and procedures to support leaders’ understanding of what is expected, how to achieve it, how to assess, and adjust. Note: Professional organizational climate => Army Ethic + Mission Command

SO 2.2: Ensure ethical challenges are integrated within PME/CES, organizational training, experiential activities, and exercises to include ethical considerations in decision making, planning, rehearsals, execution, and after action reviews.

OPRs: TRADOC and FORSCOM – MDM, MDMP, TLPs => Ethical reasoning within creative and critical thinking.

SO 2.3: Ensure each certification event (e.g., performance evaluation, graduation or completion of training, promotion, reenlistment, assumption of command, change of responsibility, etc.) confirms that the certifying authority has verified and validated that the individual has demonstrated character, competence, and commitment to performance standards.

OPR: ASA (M&RA) – Assign proponency for certification and establish consensus regarding the understanding of and process for certification of trusted Army professionals.
SO 3.1: Ensure leaders are taught why and how to inspire and motivate Soldiers and Army Civilians to embrace our shared identity and commit to self-development, lifelong learning, and the concept of Soldier for Life.

OPRs: ASA (M&RA), TRADOC, FORSCOM – Address why and how direct leaders inspire and motivate shared identity and a lifelong commitment to self-development.

SO 4.1: Develop and implement a character development assessment process to determine the degree to which The Army’s Framework for Character Development is having the intended effect.

OPRs: ASA (M&RA) & TRADOC – Design and implement an assessment methodology for the Army’s Framework for Character Development, including strategic leaders and the Army culture of trust; organizational leaders and professional climate; and direct leaders inspiring shared identity.
Next Steps

- 6 Oct: Brief Dir, MCCoE on Army Character Development Implementation Plan
- 11 Oct: ACDPT Telecon Meeting
  - APLDF 18-2: Decision – Approve Emerging Plan for Implementation
  - Army Profession Forum: Socialize Plan with Strategic Leaders
  - Staffing of Author’s Draft
  - APLDF 18-2: IPR and Army Staffing of Initial Draft
  - APLDF 18-3: IPR and Army Staffing of Final Draft
  - APLDF: 18-4: Decision – Approve Signature Draft for Publication
  - APLDF 19-1: Transition to Phase II