Purpose and Agenda

Army’s Framework for Character Development Implementation and Assessment Plan

Critical Information:

Update on ALDP, APL #2P I-14-007 “Army Framework for Character Development - Implementation and Assessment” Plan

Agenda:

- Planning Timeline & Key Actions
- Current Status: Staffing of the Author’s DRAFT (12 Jan – 2 Feb)
- On-going Army coordination & activities supporting Implementation
- Next Steps
Current Status

- Author’s DRAFT: Staffing 12 Jan – 2 Feb 18
  - Document distributed to Army Character Development Team.
  - Helpful comments from HQDA G-3; TRADOC G-2 (DART); CAC (Army Univ, CAL, AWG, SOCoE); USACHCS; Dr. Gentile.

- Key Partners (Working Group) in developing and executing the “Implementation and Assessment Plan”:
  - ASA (M&RA)
  - DUSA (AAG)
  - HQDA DCS G-1; G-3/5/7
  - ARNG
  - USAR
  - FORSCOM
  - TRADOC
  - USARPAC/25th ID (“Soldier Greenbook”)
  - TSG/MEDCOM
  - TIG
  - CCH
  - TJAG
  - USMA
  - USAWC
  - USASOC
Line Of Effort 1
The Army as an Institution – Culture of Trust – Strategic Leaders
- Strategic Leader Influence
- Review & Synchronization of Policy, Programs, & Systems
- Strategic Messaging — Recruiting

Line Of Effort 2
Army Organizations – Professional Climate – Organizational Leaders
- Leader Training: why-how-assess-adjust
- Organization Training — Ethical Challenges
- Certification

Line Of Effort 3
Soldiers and Army Civilians – Identity – Direct Leaders & Followers
- Embrace Shared Identity as Trusted Army Professionals
- Self-Development

Assessment: Framework; Program Design; Implementation; Outcomes
OBJECTIVE 1: Strategic leaders’ shape the Army *Culture of Trust*

SO 1.1 Strategic leader influence on culture, integrated in PME/CES:
- Integrating Strategic Thinking & Ethical Reasoning (USAWC & TRADOC)
- Studying Cross-cultural Trust & Ethical Reasoning (NATO Partners)
- Improving Strategic Decision Support (ASA (M&RA))

SO 1.2 Strategic guidance & *Culture of Trust*, enable Msn Cdm:
- Updating and Synchronizing Policy & Doctrine (HQDA & TRADOC)
- Implementing Talent Management (HQDA G-1 & TRADOC)
- Piloting Implementation of the AFCD (Alaska National Guard)

SO 1.3 Strategic messaging supports Army Profession – Honorable Service:
- Preparing for FY 19-20 AAOP: Character/Trust/Msn Cdm (SA/CSA)
- Recruiting Soldiers — *Calling to Honorable Service* (USAREC)
- Partnering with Sister Services (Joint Professionalism Forum)
OBJECTIVE 2: Organizational leaders establish Professional Climates – Army Ethic & Mission Command (Mutual Trust & Cohesive Teamwork)

SO 2.1 Leaders know *why* & *how* to establish climate – have resources:
- Benefiting from Army RASS&T (ASA (M&RA), DUSA, ARI)
- Promulgating Army-wide *Not In My Squad* (HQDA G-1 (ARD), TRADOC)
- Establish GLOs/TLOs w/i Msn Cmd Program (ALCC, TRADOC)

SO 2.2 Ethical challenges and ethical reasoning:
- Integrating Ethical Factors in Products and POI (TRADOC)
- Piloting “Ethical Challenges” in CTC and AARs (First Army Division East)

SO 2.3 Certification:
- Integrating Character Development within Instructor Preparation and Certification (TRADOC (AU))
- Gaining consensus on the nature and process (ASA (M&RA), TRADOC)
OBJECTIVE 3: Live by and uphold the moral principles of the Army Ethic in conduct of the mission, performance of duty, & all aspects of life.

SO 3.1 Leaders know why & how to inspire & motivate shared identity & the concept of Soldier for Life.

- Leveraging Soldier for Life to Strengthen Identity (HQDA G-1 (DMPM))
- Inspiring & Motivating Recruits “Calling to Honorable Service” (USARRC)
- Strengthening Identity in Soldier Training (CIMT (USADSS))
- Reinforcing Identity & Character: “Soldier Greenbook” (USARPAC)
- Teaching Self-awareness, & Ethical Reasoning (CCH, CoEs)
OBJECTIVE 4: Assessment of culture, climate, identity.

- Executing the HCBD Implementation Plan (ASA (M&RA), DUSA)
- Studying Character Strengths and Professional Conduct (DUSA (AAG))
- Conducting Research on Organizational Climate (ARI)
- Strengthening Commitment & Resiliency Values-Based Organization
  Trusted Army Professionals (HQDA G-1 (ARD))
- Designing the Assessment Methodology (USMA, Tufts Univ)
- Studying Cross-cultural Trust and Ethical Reasoning (NATO)
- Assessing Army Leadership & the Army Profession (CAL & CAPE)
- Coordinating with SMEs (ARI, RFL, USMA, UVA, Tufts, Univ Mo, etc.)
**Time-Line for Implementation**

- **16 Nov 17:** APLDF 18-1 approved FY18, APL #2P, I-14-007
- **6 Dec 17:** APF socialized “Army Framework for Character Development”
- **12 Jan 18:** Author’s DRAFT, initiated Staffing; Suspense 2 Feb 18
- **6 Feb 18:** APLDF 18-2: IPR
- **8 May 18:** APLDF 18-3: IPR on Initial DRAFT -- Final DRAFT in Staffing
- **APLDF: 18-4:** Decision to approve Implementation & Assessment Plan
- **FY 19:** Begin execution of the Plan
- **FY 20:** Accomplish the Supporting Objectives
- **FY 21:** Full implementation and assessment of *The Army’s Framework for Character Development*
**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’s Framework for Character Development*”).

**Solution:** Under the authority of AR 5-22 and AR 600-100 and IAW DA Pam 350-58, CG, CAC directs MCCoE/CAPE to lead the Army Character Development Project to develop, staff, and gain approval for a plan to implement and assess *The Army’s Framework for Character Development* (ref: Army White Paper, “The Army’s Framework for Character Development” -- dated 28 August 2017).

**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 *Trusted Army Professionals*. As such, CAPE is designated by CG, CAC as the OPR for APLDF Initiative I-14-007, FY18 APL #2P.
- On 28 Aug 17, 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.
- On 16 Nov 17, APLDF 18-1, CG, CAC approved the Lines of Effort and Time-Phasing of the Supporting Objectives for this initiative.

**Way Ahead:**
- Present the emerging (Author’s DRAFT) “Army Framework for Character Development Implementation Plan” at APLDF 18-2.
- Continue coordination with Army organizations identified as OPRs, OSRs, and OCRs for Supporting Objectives and Tasks and integrate coordination and synchronization of cross-cutting activity within the Working Group.

**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).