Army’s Framework for Character Development
Implementation and Assessment
&
FY19-20 “America’s Army – Our Profession”
At APLDF 17-4, CG, CAC approved The Army’s Framework for Character Development. The next step was to implement the framework within leader development, at all levels of leadership.

In support of the FY18 Army Priority List Initiative #2P, I-14-007, CG, CAC directed MCCoE/CAPE to coordinate planning for implementation and assessment of The Army’s Framework for Character Development.

Army-wide staffing of the plan was complete in July with all organizations concurring or concurring with helpful comments.

The intent now, based on guidance from HQDA G-3/5/7 and CG, CAC is to implement the AFCD within the FY19 Army Campaign Plan.

Today we will address the path forward.
• The Army’s Framework for Character Development (AFCD)
• FY 19 ACP and APL #1P (Implementation and Assessment)
• Objectives ISO FY19 ACP (CG, TRADOC Lead)
• On-Going Activity ISO AFCD Implementation
• America’s Army – Our Profession Themes (Background)
• FY 19-20 AAOP Theme (SecArmy/CSA Approved)
• CAPE Supporting Materials (Website)
Following an overview of The Army’s Framework for Character Development;

I will discuss its implementation within the FY19 Army Campaign Plan, in support of the Line of Effort: “Live the Army Values” – with TRADOC as the organization with primary responsibility.

We envision coordination and synchronization of effort within the APLDF through a Working Group; and this effort will address FY19 APL Initiative #1P (Implementation of the AFCD).

Next, I will briefly review the background on the “America’s Army – Our Profession” Themes; and

I will also discuss the SecArmy/CSA approved FY19-20 “AAOP” Theme that begins on 1 October.

Training and education materials in supporting leaders’ addressing the theme will be available on the CAPE website.
Army Leaders:

Strategic <-> Culture of Trust

Organizational <-> Professional Climate

Direct <-> Shared Identity

The Army’s Framework for Character Development

Army Leader Development Strategy

In Accordance With

The Army Ethic

Army Organizations

INTERDEPENDENT & MUTUALLY SUPPORTING

Organizational Leader Responsibilities

Climate
Education
Training
Experience
Certification
Readiness
Mission

Army as an Institution

Culture
Recruiting
Policies-Regulations
Concepts-Doctrine
Programs-Systems
Force Structure
Infrastructure
Budget

Strategic Leader Responsibilities

INTERDEPENDENT & MUTUALLY SUPPORTING

Individual
Identity
Uphold the Army Ethic
Self-Development
Lifelong Learning
Coach-Counsel-Mentor
Ready & Resilient
Soldier for Life

Direct Leader - Follower Responsibilities

INTERDEPENDENT & MUTUALLY SUPPORTING

Trust Army Professional
Character
Competence
Commitment

Uphold the Army Ethic
Self-Development
Lifelong Learning
Coach-Counsel-Mentor
Ready & Resilient
Soldier for Life

Army White Paper - 28 August 2017
Army Policy in AR 600-100 (Army Profession and Leadership) and Doctrine (ADRP 1, The Army Profession) identify Trust as the essential characteristic defining our relationship with the American people;

Mutual trust and cohesive teamwork within the Army are essential to Mission Command and the exercise of disciplined initiative and accepting prudent risk.

Both external trust with the American people and internal trust among Soldiers and Army Civilians depend on living our shared identity as Trusted Army Professionals;

However, research and studies have shown that embracing and strengthening our identity also depends on leader development within an organizational climate where we live by the Army Ethic and the principles of Mission Command; and

Our identity and organizational climates must be supported by an Army culture wherein our directives, policies, programs, and systems are trusted -- not only to be effective and efficient, but ethical, as well.

The Army’s Framework for Character Development requires leaders at all levels to fulfill their mutually supporting and interdependent responsibilities to:

Strengthen our Culture of Trust;
Establish and sustain Professional Organizational Climates; and
Inspire & motivate our shared Identity, as Trusted Army Professionals.

Successful implementation of the AFCD supports our readiness to accomplish the Mission, in the right way – to perform our duty, with discipline and to standards – and to live our identity, in all aspects of life.

The Army’s Framework for Character Development is inherent within the ALDS, implemented in accordance with the Army Ethic and synchronized at all levels of leadership: strategic, organizational, and direct. The ALDS and the Army Ethic apply to the Army as an institution, guide all Army organizations, and effect the development of Trusted Army Professionals across the Total Force.

The Army as an institution, through the decisions and actions of its strategic leaders, is responsible for strengthening the Army Culture of Trust (ADRP 1, Appendix A). Institutional policies, regulations, programs, and systems must be trusted (ethical, effective, efficient;
ADRP 1, para 2-19): designed and implemented in accordance with the Army Ethic and the philosophy and doctrine of Mission Command (ADRP 6-0; TP525-3-3).

Army organizations, including commands, centers, schools, training centers, and tactical units are guided by their organizational leaders who establish and sustain professional organizational climates where all are inspired and expected to live by and uphold the Army Ethic in the exercise of Mission Command. Organizational leaders are responsible to ensure the mission is accomplished in the right way (ethically, effectively, efficiently).

Individuals, as direct leaders and followers, are responsible for adopting our shared identity as Trusted Army Professionals. Soldiers and Army Civilians offer and accept objective, professional assessment of their performance. Effective coaching, counseling, and mentoring help leaders and followers to improve in performance of duty. ALDS. (2013); ADRP 1. (2015).

An illustrated whiteboard video supporting the Army’s Framework for Character Development can be viewed at https://www.youtube.com/watch?v=2ZESeFn6MtY


FY 19: Army Campaign Plan – APL #1P, I-14-007
- **APLDF Working Group**
- Climate, Certification, Identity, Assessment
- Best Practices ISO SOs and Tasks
- Provide IPRs at APLDF
- Extend the APL Initiative into FY20

FY 20: Army Campaign Plan – APL #1P, I-14-007
- **Complete all SOs and Tasks**
- Initial assessment of success
- Close the APL initiative

FY 21: Full Implementation with **Continuing Assessment**
In coordination with HQDA DSC G-3/5/7 we now envision implementation of the AFCD within the FY19 ACP, in support of Line of Effort: “Live the Army Values” with CG, TRADOC as the organizational lead for achieving the end-state and objectives.

This approach will then address FY19 Army Priority List Initiative #1P, I-14-007, “Implementation and Assessment of the AFCD;” and

Coordination and synchronization of effort will be achieved within an APLDF Working Group to begin activity NLT 1 Oct 18.

The Working Group will seek Army-wide consensus on how to:

Define, achieve, and assess the desired organizational climate;
Ensure certification of Soldiers & Army Civilians, defined in AR 600-100;
Prepare direct leaders to strengthen shared identity; and
Assess success of the AFCD in achieving its end-state and objectives.

The Working Group will report progress quarterly in the APLDF and achieve each of its objectives and tasks NLT 30 Sep 20.

FY19 Army Campaign (2 of 2):
The objectives are associated with the elements of the AFCD;

An Army Culture of Trust, reinforced through strategic leadership;
Professional Climates, sustained and assessed by organizational leaders’
Shared Identity, strengthened through coaching, counseling, and mentoring by direct leaders.

An Assessment methodology will be designed to evaluate success at all levels of leadership. Assessment will ask and answer:

Do we have the correct concept for how to develop character within leader development;
Have we designed our developmental programs – institutional, operational, and self-development – consistent with the framework;
Are we implementing these programs, in the right way – ethically, effectively, and efficiently –; and,
Are we seeing the desired outcomes – decisions and actions at all levels consistent with the
Army Regulation 350–1
1–14. The Army training management process
h. Army Profession and Leader Development Forum. The Commanding General (CG), U.S. Army Training and Doctrine Command (TRADOC) is vested with the authority to shape and lead efforts to develop [Soldiers and Army Civilians]. CG, TRADOC leads, manages and executes the Army Leader Development Program (ALDP) whose leader development recommendations are forwarded to the CSA for decision [and] the Army Profession and Leader Development Forum (APLDF). The APLDF membership includes ACOM, ASCC, DRU, National Guard Bureau (NGB), U.S. Army Reserve Command (USARC), HQDA staff principals, U.S. Army Human Resources Command (HRC) Commander, and other members as CG, TRADOC directs. Army Profession and Leader Development Forum members critically examine leader development initiatives and programs, discuss issues and draw upon their experience and judgment to advise the SRO. The APLDF process is described in DA Pam 350–58. The APLDF may establish supporting CoC and work groups, as required.

Department of the Army Pamphlet 350–58
2–3. Army Leader Development Program forums
b. Council of Colonels ....Representatives typically track working group progress and recommend actionable items that must go to CG, TRADOC for decision. CoC voting members include representatives from: ACOM, ASCC, DRU, Field Operating Agencies, HQDA staff (Secretariat and ARSTAF), Director, Army National Guard (DARNG), Chief of Army Reserve (CAR), and other organizations, as appropriate.
c. The Army Leader Development Forum, (formerly the Prepare the Army Forum). The Army Leader Development Forum is an Army-level forum governed by TRADOC. The ALDF critically examines leader development initiatives and programs, discusses issues, and advises CG, TRADOC and/or SRO.
   (1) CG, TRADOC chairs the ALDF. Authority for decisions at the ALDF rest with CG, TRADOC and/or SRO.
   (2) ALDF primary membership includes general officers and/or equivalent from each ACOM, ASCC, DRU, ARNG, USAR, U.S. Army Human Resources Command, as well as HQDA (Secretariat and ARSTAF), and other organizations when appropriate. The SRO may invite other principals to attend based upon issues being presented.

Army Regulation 600–100
1–1. Purpose
This regulation—
a. Establishes Army Profession and leadership policy by defining key terms and responsibilities associated with the Army Profession and appropriate leadership practices and methods for Soldiers and Army Civilians. This includes assign-ing responsibilities and
definitions among the Army Profession and leadership policy proponent, the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)); the Deputy Chief of Staff (DCS), G–1; and the Army leader development policy proponent, DCS, G–3/5/7, and Commanding General, U.S. Training and Doctrine Command (CG, TRADOC), the primary Army Profession and leadership action agent.

b. Provides direction and guidance to the Center for the Army Profession and Ethic (CAPE) (through TRADOC/U.S. Army Combined Arms Center (CAC)) for research, assessment, doctrine, training, and evaluation in all areas pertaining to the Army Profession, the Army Ethic, and character development.

c. Provides direction and guidance to the Center for Army Leadership (CAL) (through TRADOC/CAC) for research, doctrine development, leadership assessment, training, and evaluation in all areas pertaining to Army leadership.

2–13. Commanding General, U.S. Army Training and Doctrine Command

p. Ensure the Director, CAPE on behalf of the CG, CAC, serves as the Army lead for the Army Profession, Army Ethic, and character development of Army professionals (Soldiers and Army Civilians) to reinforce trust within the profession and with the American people.

(2) Coordinate with CAL, CAC, the DCS, G–1 (DAPE–MPC), and DCS, G–3/5/7 (DAMO–TR) and to ensure that Army Profession and leadership and Army Profession and leader development policies, programs, and initiatives are synchronized with current doctrine, concepts, and theories.

(12) Design, field, and monitor Army Profession and leadership assessment programs and/or tools that contribute to Army Profession and leader development in institutional training, operational assignments, and self-development. Main–tain liaison and coordinate with Army agencies that use assessment techniques, to include the INCOPD, U.S. Army Sergeants Major Academy (USASMA), USAWOC, U.S. Army Cadet Command, OCS, USMA, CGSC, and USAWC.

The Army’s Framework for Character Development
Implementation and Assessment
Working Group

Charter/Mission:
Align Army directives and policies -- coordinate/synchronize effort among separate chains-of-command. Gain consensus regarding:
- Professional Organizational Climate
- Professional Certification (Character, Competence, Commitment);
- Strengthening Shared Identity of Trusted Army Professionals; and
- Assess the success of the AFCD in achieving its Objectives and End-State

Principal Members: ASA (M&RA); DUSA (AAG); HQDA DCS G-1; G-3/5/7; ARNG; USAR; FORSCOM; TRADOC; TSG; TIG; CCH; TJAG; USMA; USAWC; ARI

Authority: AR 350-1 (para 1-14); DA Pam 350-58 (para 2-3); AR 5-22 (para 4, Table 2); AR 600-100 (para 2-13)
Next Step:
Decision Memorandum: CG, TRADOC approves the Charter for the AFCD I&A WG
Objective 1

The Army as an Institution – **Culture of Trust** – Strategic Leaders

- Strategic Leader Influence
- Review & Synchronization of Policy, Programs, & Systems
- Strategic Messaging -> Recruiting

Objective 2

Army Organizations – **Professional Organizational Climates** – Organizational Leaders

- Leader Training -> Why-How-Assess-Adjust
- Organization Training -> Ethical Challenges
- Certification -> Education, Training, Experience

Objective 3

Soldiers and Army Civilians – **Identity** – Direct Leaders & Followers

- Embrace Shared Identity as *Trusted Army Professionals*
- Coaching, Counseling, Mentoring, Self-Development

Assessment: Concept; Design; Implementation; Outcomes
Objectives are assigned to each level of leadership: Strategic and Army Culture; Organizational and Climate; Direct and Identity. Successful implementation of this framework and its approved initiatives contributes to personal and operational readiness. The intent is to reinforce mutual trust and cohesion within the Army Profession and with the American people.

OBJ 1: Strategic leaders are responsible for strengthening the Army culture of trust and the Army as an institution. Strategic leaders shape the Army Culture of Trust that supports professional organizational climates, and prepares leaders to inspire and motivate Soldiers and Army Civilians to embrace and uphold our shared identity as Trusted Army Professionals.

OBJ 2: Organizational leaders of Army organizations are responsible for ensuring the readiness of their organizations and for accomplishing the mission, in the right way. They establish and continuously strengthen the professional organizational climate (Army Ethic + Mission Command) that is necessary for mutual trust and cohesion. Army organizations provide education, training, and experience that prepare and certify Trusted Army Professionals for present and future duty at increasing levels of responsibility. The developmental process is sequential and progressive, and all activities should contribute to character development in concert with competence and commitment.

OBJ 3: Direct leaders inspire and motive Soldiers and Army Civilians to embrace our shared identity, engage in self-development, and pursue lifelong learning. This requires a deliberate effort, including coaching, counseling, and mentoring.

Assessment: Cutting across all LOEs and informing success, assessment is included in implementation planning and continues upon completion of this initiative.
## OBJ 1: Strategic Leaders
### Strengthen *Culture of Trust*

<table>
<thead>
<tr>
<th>Org.</th>
<th>Activity</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQDA</td>
<td>Army Vision &amp; FY 19 ACP</td>
<td>AFCD I&amp;A (Culture, Climate, Identity)</td>
</tr>
<tr>
<td></td>
<td>Talent Management</td>
<td>Develop Character, Competence, Commitment</td>
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<tr>
<td></td>
<td>HCBD Strategy</td>
<td>Decisions (Ethical, Effective, Efficient)</td>
</tr>
<tr>
<td></td>
<td>Synchronize Relevant Policy</td>
<td>Support Climate, Certification, Identity</td>
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<tr>
<td></td>
<td>FY 19-20 AAOP</td>
<td>Large Scale Combat: Character/Trust/Msn Cmd</td>
</tr>
<tr>
<td>USAWC</td>
<td>Strategic Thinking &amp; Ethical Reasoning</td>
<td>Trusted Directives, Policies, Programs, Systems</td>
</tr>
<tr>
<td>TRADOC</td>
<td>Synchronize Doctrine</td>
<td>Realized Mission Command IAW the Army Ethic</td>
</tr>
<tr>
<td></td>
<td>Integrate AFCD within PME/CES</td>
<td>Character, Competence, Commitment</td>
</tr>
<tr>
<td>ARNG</td>
<td>Implement AFCD within Alaska ARNG</td>
<td>Lessons Learned, Develop “Best Practices”</td>
</tr>
<tr>
<td>FORSCOM</td>
<td>Integrate Ethical Challenges in CTC</td>
<td>Ethical Reasoning w/i Risk Assessment &amp; AARs</td>
</tr>
<tr>
<td>Joint Force</td>
<td>Re-establish Joint CD CoP</td>
<td>Strengthen Inter-service Trust &amp; Teamwork</td>
</tr>
</tbody>
</table>
HQDA –

The Army Vision to develop “leaders of character” who are “committed to Army Values;” and the FY19 Army Campaign Plan LOE to “Live by the Army Values.” The Talent Management Strategy will continuously strengthen character within efforts to more effectively and efficiently acquire, develop, employ, and retain talented Soldiers and Army Civilians who are Trusted Army Professionals. Human Capital Big Data has been designed and is being implemented as a trusted system that will ethically, effectively, and efficiently support strategic policy, programs, and research – helping to achieve the end-state for the AFCD. Synchronization of language in major policy regulations supports coordination of effort to reinforce a culture of trust, professional organizational climates, and shared identity. The FY19-20 AAOP Theme will help us to focus on being ready for large-scale combat operations and accomplish the mission, in the right way.

USAWC – Is leading the effort, in coordination with the Army Learning Coordination Council and Army University, to integrate ethical reasoning within creative and critical thinking in support of strategic decisions, planning, execution, and assessment.

TRADOC – Command guidance includes synchronizing doctrine with ADP 3-0, Operations, to ensure we are ready to execute large-scale operations, through the ethical design, generation, support, and application of landpower.

ARNG – Working with Alaska National Guard to implement the AFCD and incorporate lessons-learned and best practices that may be applicable throughout the Army National Guard.

FORSCOM – Integrating ethical challenges and risks in mission planning, rehearsals, execution, and AARs.

Joint Force – Establishing ad hoc Joint Character Development Community of Practice to share lessons-learned, develop a common lexicon, and strengthen inter-service cohesion and teamwork.
### OBJ 2: Organizational Leaders
Establish Professional Climates

<table>
<thead>
<tr>
<th>Org.</th>
<th>Activity</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQDA</td>
<td>Provide Army-wide Not in my Squad</td>
<td>Mutual Trust &amp; Cohesion in Small Units</td>
</tr>
<tr>
<td></td>
<td>Coordinate RASS&amp;T</td>
<td>Improved Application of Research &amp; Studies</td>
</tr>
<tr>
<td></td>
<td>Prepare Diversity &amp; Inclusion Strategy</td>
<td>Strengthen the Army Profession/Mutual Trust</td>
</tr>
<tr>
<td>TRADOC</td>
<td>Army Prof Doc – Msn Cmd Program</td>
<td>Character, Competence, Commitment</td>
</tr>
<tr>
<td></td>
<td>Army Ethic &amp; Mission Command</td>
<td>Professional Organizational Climate</td>
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<tr>
<td></td>
<td>Faculty Development Course</td>
<td>Strengthen Identity <em>Trusted Army Professional</em></td>
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<tr>
<td></td>
<td>Ethical Considerations MDMP</td>
<td>Right Decisions and Actions</td>
</tr>
<tr>
<td></td>
<td>Instructor Certification</td>
<td>Transformational Leadership</td>
</tr>
</tbody>
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**Notes:**
- *HQDA* stands for Headquarters, Department of the Army.
- *TRADOC* stands for Training and Doctrine Command.
- *MDMP* stands for Mission Directives Management Program.
HQDA –

DCS G-1, Army Resiliency Directorate facilitating Not-In-My-Squad Army-wide at “Ready and Resilient Readiness” Centers. This activity supports the exercise of Mission Command for Junior NCO leaders.
The ASA (M&RA) Research, Assessment/Analysis, Studies, and Science and Technology Working Group support the “performance of Soldiers and Army Civilians in cohesive teams of trusted professionals.”
The emerging Diversity and Inclusion Strategy will support mutual trust and cohesion across all Army organizations.

TRADOC –

Incorporating Army Profession Doctrine within the Mission Command Program to support simultaneous development in character, competence, and commitment.
Integrating the Army Ethic within the exercise of Mission Command to support Professional Organizational Climates.
Promulgating the Faculty Development Course to help Instructors strengthen shared identity in all courses.
Embedding ethical reasoning with creative and critical thinking in the Army Design Methodology, Military Decision-Making, and Troop Leading Procedures to support making right decisions and taking right actions.
Instructor preparation and certification to include the intent and ability to develop character in concert with competence and commitment.
### OBJ 3: Direct Leaders Strengthen Identity

**Trusted Army Professionals**

<table>
<thead>
<tr>
<th>Org.</th>
<th>Activity</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQDA</td>
<td>Leverage <em>Soldier for Life</em></td>
<td>Strengthen Identity</td>
</tr>
<tr>
<td>TRADOC</td>
<td>Inspire/Motivate Recruits, Continue the Process in IMT, Teach Self-awareness &amp; Ethical Reasoning</td>
<td>“Calling to Honorable Service”, Strengthen Identity, Right Decisions and Actions</td>
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### OBJ 4: Assessment of Culture, Climate, Identity

<table>
<thead>
<tr>
<th>Org.</th>
<th>Activity</th>
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</tr>
</thead>
<tbody>
<tr>
<td>HQDA</td>
<td>Research Organizational Climate, Create Soldier Exit/Retention Survey</td>
<td>Assess and Strengthen Climate, Policies Supporting Retention</td>
</tr>
<tr>
<td>USMA</td>
<td>Develop AFCD Assessment Methodology</td>
<td>Improve the AFCD</td>
</tr>
<tr>
<td>TRADOC</td>
<td>Assess Army Profession &amp; Leadership</td>
<td>Strengthen the Army Profession and LD</td>
</tr>
<tr>
<td>USAWC</td>
<td>Develop Senior Leader Profile</td>
<td>Improved Senior Leader Development</td>
</tr>
</tbody>
</table>
HQDA – Supporting the concept of Soldier for Life, strengthening identity and bonds of trust with the American people as separating Soldiers continue to serve their communities as exemplars and Army ambassadors.

TRADOC –

Preparing and certifying Recruiters to be transformational leaders for prospective Soldiers; representing the Army as a “Calling to Honorable Service.”
Creating a seamless transition from Recruiting, through Military Entrance Processing, to Initial Military Training – inspiring and motivating shared identity.
Working with Centers of Excellence with Chaplain Ethicists to introduce self-awareness, social skills, and ethical reasoning in decisions and actions.
Examples on activity supporting OBJ 4 include:
HQDA –

Sponsoring ARI research on organizational climate to support diversity and inclusion.
Creating an Army Soldier Exit/Retention Survey to support Talent Management and Soldier for Life, improving policies and practices affecting recruiting and retention.

USMA – Sponsoring research conducted by Tufts Univ to assess the affects of institutional culture, organizational climate, and identity on the development of character. Findings may support assessment of the AFDC across the Total Force.

TRADOC –

Assessing Leadership and Leader Development (CASAL) and the Army profession (CASAP), strengthening policies and practices affecting Leader and Professional Development.
Participating in two NATO studies to strengthen cross-cultural trust among military leaders and to identity factors affecting a leader’s ability and commitment to make right decisions.

USAWC – Developing a Senior Leader Profile, including a moral, indemnity based component assisting senior leaders in reinforcing strengths and improving weaknesses.
In October 2010, the Secretary of the Army and Chief of Staff, Army directed CG, TRADOC to conduct a critical review to assess how protracted years of war impacted members of the Profession of Arms. This Army-wide review took the form of a year-long campaign of learning with focus groups at 5 major installations, 15 symposiums and 2 Army-wide surveys that reached more than 40,000 members of the active and reserve components and the Army Civilian Corps. The results of this assessment led to the development of AAOP.

**“Training and Education Program”**

Designed to teach and inspire understanding of the Army Profession and to enhance commitment to our professional obligations – to ourselves, others, the Army, and the American people.

**“Stand Strong”**

Supported Secretary of the Army’s guidance to “Ensure personal accountability on and off the battlefield” and “Develop Soldiers and Army Civilians who are committed to our Army Profession.”

**“Living the Army Ethic”**

Supported strengthening bonds of trust with the American people and mutual trust within cohesive teams of Trusted Army Professionals.

**“One Army-Indivisible”**

Directly supports the intent of the Secretary of the Army and the Chief of Staff of the Army (CSA) to enhance readiness, mutual trust, and cohesion, under mission command, throughout the Army.
As noted in the banner to this slide, the AA-OP Education and Training themes address findings from the Army Profession Campaign (CY 11-12) and focus on topics of importance as determined by the SecArmy and CSA.

AAOP is now an enduring biennial program designed to support organizational leaders’ professional development activities to strengthen understanding of the Army Profession, Army Ethic, and shared identity.

Beginning in January 2013, four quarterly themes addressed: Standards and Discipline, Military Expertise, Stewardship, and Trust.

In FY14, the first six months continued emphasis on Trust and the latter half of the year focused on Honorable Service.

In FY15-16, the Theme shifted to “Living the Army Ethic – Why and How We Serve.” The program supported understanding of the Army Ethic in guiding the decisions and actions of the Army and Army Professionals in accomplishing the mission and performing duty.

We are now completing the FY 17-18 AAOP Theme, One Army, Indivisible. This effort addressed the complementary roles of the Active and Reserve Components and the Army Civilian Corps in executing the Army’s world-wide missions.
Competition / Armed Conflict

**Strategic Message**

- An Army *Culture of Trust* sets the conditions for professional climates and strengthening identity.
- *Professional Organizational Climates* inspire Soldiers and Army Civilians to uphold the Army Ethic in the exercise of mission command.
- Developing character in ourselves and others strengthens our shared identity as *Trusted Army Professionals*.
- Alignment of culture, climate, and identity reinforces mutual trust, cohesive teamwork, and readiness.

**Learning Objectives**

- Define character
- Explain why character is essential
- Explain the relationships among character, trust, and mission command
- Explain *The Army’s Framework for Character Development* and the nature of culture, climate, and our shared identity
- Illustrate the responsibilities of strategic, organizational, and direct leaders and followers in character development within the “Army Leader Development Strategy”
Concept:

An Army Culture of Trust sets the conditions for professional climates and strengthening identity.
Professional Organizational Climates inspire Soldiers and Army Civilians to uphold the Army Ethic in the exercise of mission command.
Developing character in ourselves and others strengthens our shared identity as Trusted Army Professionals.
Alignment of culture, climate, and identity reinforces mutual trust, cohesive teamwork, and readiness.

Learning Objectives:

Define character – intrinsically and operationally – in the context of mission command and large-scale combat operations.
Explain why character is essential in conduct of the mission, performance of duty, and all aspects of life.
Explain the interdependent relationships among character, trust, and mission command.
Explain The Army’s Framework for Character Development and the mutually supporting nature of culture, climate, and identity.
Illustrate through vignettes the responsibilities of strategic, organizational, and direct leaders and followers in character development within the “Army Leader Development Strategy.”

Training Support:

Lesson plans will be available OCT 2018 on the CAPE website and in hard-copy;
Supporting videos will include The Army’s Framework for Character Development whiteboard; and
We will also produce an Information Paper, Senior Leader Guide, Resource Brochure, Army Profession Posters & Pamphlet

Theme: Prevailing In Large-Scale Combat Operations: “Character, Trust, and Mission Command”
Concept: An Army Culture of Trust sets the conditions for professional climates and
strengthening identity. Professional Organizational Climates inspire Soldiers and Army Civilians to uphold the Army Ethic in the exercise of mission command. Developing character in ourselves and others strengthens our shared identity as Trusted Army Professionals. Alignment of culture, climate, and identity reinforces mutual trust, cohesive teamwork, and readiness.

Learning Objectives:
- Define character – intrinsically and operationally – in the context of mission command and large-scale combat operations
- Explain why character is essential in conduct of the mission, performance of duty, and all aspects of life
- Explain the interdependent relationships among character, trust, and mission command
- Explain The Army’s Framework for Character Development and the mutually supporting nature of culture, climate, and identity
- Illustrate through vignettes the responsibilities of strategic, organizational, and direct leaders and followers in character development within the “Army Leader Development Strategy”

Training Support Package will be available OCT 2018 on the CAPE website and in hard-copy:
- Lesson plan with supporting videos to include The Army’s Framework for Character Development whiteboard: https://www.youtube.com/watch?v=2ZESeFn6MtY
- Information Paper, Senior Leader Guide, Resource Brochure, Army Profession Posters & Pamphlet
CAPE Education & Training Resources

http://cape.army.mil

Training Support Packages

Videos and Case Studies

Doctrine

Brochures and Pamphlets

Virtual Simulators

<table>
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<tr>
<th>Easy to Use</th>
<th>Minimal Prep Time for Instructor</th>
<th>Interactive, Small Group Oriented</th>
<th>Relevant to Varied Audiences</th>
</tr>
</thead>
</table>

CAPE Training Resource Criteria
Training Support Packages (TSPs) – Training Support Packages include a variety of products and all material for previous AAOPs remain available.

Virtual Simulators are interactive, providing realistic scenarios, requiring decisions that then play out in a movie format.

Case Studies are written or video with facilitator guides to support group discussion.

Brochures and Pamphlets help explain The Army Profession.

A variety of products enhance AR 350-1 training.

Not-In-My-Squad (NIMS) supports a workshop and provides a “Squad Leader’s Assessment Resource” to evaluate the state of mutual trust and cohesion within the team.

The cite includes: Product Request Forms; White Papers, Monographs; and periodicals; Press Releases; External Links; Image Repository; Technical Reports; Reading Lists; and Book Club (Discussion Guides).

Summary:
We are looking forward to FY19 to begin implementation of the AFCD within the ACP.

We will also begin the process of updating ADRP 1 to include a new chapter on Character Development.

We will support the FY19-20 AAOP Theme through education and training products available on the CAPE Website.
Questions or Discussion?
At http://cape.army.mil

Education & Training Products and other Resources

Training Support Packages (TSPs) – Training Support Packages include many other CAPE products – they are a group of other products
America's Army – Our Profession
CY13 Education and Training
FY14 Stand Strong
FY15/16 Living the Army Ethic
FY17/18 One Army, Indivisible (CURRENT)
Other DL Courses intended for facilitated training

Virtual Simulators – 10 products for all audiences. CAPE’s Virtual Simulators are interactive virtual experiences for Army Professionals that can be played on a computer. The virtual simulators place Soldiers and Civilians into realistic and relevant scenarios where they can learn by making decisions and seeing the potential real-life consequences that play out in a movie format.

Case Studies
  Video (118) – Each have one or more videos with a situation and usually one or more facilitator guides to facilitate a discussion
  Written (65) – Usually present a situation and have reflection questions

Videos – usually just explain Army Profession concepts and some have discussion guides

Posters – Posters for each AAOP theme, Army Profession Concepts, and Soldiers Creed

Brochures and Pamphlets
  Army Profession Pamphlet – Short Form of ADRP 1 contains main concepts
  Resources for Army Professionals – Another form of this slide. Print version contains a DVD with One Army, Indivisible TSP
  Products That Enhance Army Training – Shows you which products help you fulfill AR 350-1 training requirements.
  Stand Strong Video Case Studies – Informational Brochure about our products

Not In My Squad (NIMS) – Conduct a workshop internally or contact Ready and Resilient Performance Center to conduct one. Additionally you can use the Squad Leader’s Squad Assessment Resource to assess the state of mutual trust and cohesion within the Team.

ADRP 1 (PDF; e2book Doctrine Supplement (iBooks and PDF versions); videos to help explain the concepts)

Resources
  Request Products (Physical Products to your unit/organization); White Papers; Monographs; Press Releases; External Links; Image Repository; Military Review; Reports; Suggested Readings; Other Relevant Doctrine & Policy; SMA Book Club (Discussion Guides); Articles; News
### Problem Statement:

Implement and Assess *The Army’s Framework for Character Development* (FY 18 APL #2P, I-14-007) within the FY19 Army Campaign Plan (ACP).

<table>
<thead>
<tr>
<th>Lead: MCCoE/CAPE</th>
<th>AO: Mr Michael P Chenevert</th>
<th>Director: COL Geoffrey Catlett</th>
<th>SRO: MG Douglas Crissman</th>
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</thead>
<tbody>
<tr>
<td>Assist Organizations: Multiple Agencies</td>
<td>Related to AWFC #: 4, 8, 9, 10, 19</td>
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### Solution:

Under the authority of AR 5-22 and AR 600-100 and IAW AR 350-1/DA Pam 350-58, CG, CAC directs MCCoE/CAPE to lead the Army Character Development Initiative (I-14-007) to develop, staff, and gain approval 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) within the FY19 ACP. This initiative addresses HD CNA GAP 501028.

### 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.
- 28 Aug 17, CG, CAC signed the Army White Paper, “The Army’s Framework for Character Development” -- applicable to the Total Force. APLDF 17-4 affirmed that implementation and assessment of the AFCD is the next step in the process.
- 16 Nov 17, APLDF 18-1, CG, CAC approved the Lines of Effort and Time-Phasing of the Supporting Objectives for this initiative. 6 Feb 18, AFLDF 18-2, Author’s DRAFT staffing complete. APLDF 18-3, Initial DRAFT staffing complete. 29 May, Final DRAFT for GO/SES Review complete.

### Way Ahead:

- FY19 APL #1P I-14-007 (Execute Implementation and Assessment of *The Army’s Framework for Character Development*)
- Integrate Implementation and Assessment of the AFCD within the FY19 Army Campaign Plan.
- Establish CG, TRADOC Chartered Working Group to support AFCD I&A w/i FY19 ACP

### 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)*.

| Decision | Critical Information | Information |
CNA 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.

4. Adapt the Institutional Army and Innovate – Lead: ARCIC, Primary Support: ARCIC
9. Improve Soldier, Leader and Team Performance – Lead: ARCIC HDD
10. Develop Agile and Adaptive Leaders – Lead: MCCoE