Character Development in USAWC

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)

CAPE Team
20 JAN 2017

This briefing is: Unclassified
Purpose

To meet with USAWC S&F to discuss
Character Development
within the
USAWC Curriculum

Character Development

The continuous process - within the institutional, operational, and self-development domains - that strengthens the resolve of Army professionals to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.
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90 mins
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.

PROBLEM
The Army Profession lacks a concept for Character Development of Soldiers and Army Civilians
CNA GAP #501028
FY16 ALDP
Priority List 3P

SOLUTION
Under authority of HQDA EXORD 086-16 HUMAN DIMENSION, the Character Development Project Team articulates, gains approval for, and publishes “The Army’s Framework for Character Development” – applicable within the process of leader and professional development – NLT June 2017, in order to strengthen shared identity and inform the development and certification of trusted Army professionals through education, training, and experience.

OUTCOME
Publish a framework for developing, assessing, and certifying the character of Army professionals within the existing Leader and Professional Development process of education, training, and experience

An ethical culture and organizational climate are prerequisites for character development to occur and for right conduct to flourish.

Character must be developed within the context of Leader Development!
An ethical culture and climate are prerequisites for character development to occur and for right conduct to flourish.

Character development framework must be tailored to the specific operating environment based on component, community of practice, etc.

Character must be developed within the context of Leader Development!

Success of this mission requires insightful, informed contributions from across the force.

Our framework is a multi-disciplinary approach, informed by relevant fields of study.*

*e.g., philosophy, ethics, law, medicine, psychology, sociology, anthropology, pedagogy.
Trust: Essential for Readiness

Mission Command & Leader Development depend on the Character, Competence, Commitment of Army Professionals in the performance of Duty and all aspects of life.
• NLT Mid JAN 17: Complete Draft CD Framework

• 2nd – 3rd Quarter FY17: Staff Draft CD Framework

• NLT JUN 17: Publish Framework for CD, including “Recommendations for Implementation”

• 4th Quarter FY 17 – 1st Quarter FY 18 – Publish Implementation Plan/Order

• FY 18 and Beyond – Implementation and Assessment
• Should USAWC Curriculum contribute to character development? If so, why? If not, why not?

• Is the curriculum designed to contribute to character development? If so, in what way? If not, what should be included in the design?

• Do USAWC Faculty believe their mission to educate and develop strategic leaders includes developing the character of their students? How do you know?

• In the process of preparing and certifying faculty, are new faculty members told there is an expectation that they develop their students’ character along with competence and commitment?

• How are faculty prepared and certified to develop character within the curriculum?
• Where within the curriculum are ethical reasoning and ethical challenges addressed?

• How is ethical reasoning included within efforts to teach strategic thinking?

• How is ethical reasoning included within instruction on operational design and in the decision-making processes?

• How else does USAWC curriculum strengthen commitment to our shared identity as “Trusted Army Professionals”?
Final thoughts?

Recommendations?