Purpose – Provide an update to the Character Development Project Team, including current status, means to complete the project, and desired end state for implementation into the Leader Development System.
• Roll Call / Introduction
• Character Development Project
  • Situation
  • Mission
  • Essential Tasks (CAPE Lead)
  • Timeline
  • Update: Junior Leader Army Profession Symposium (JLAPS)
• Discussion
• Closing
Situation

Where we have been:

2011–2012  Army Profession Campaign

Sep 2012  ADP 1, *The Army*, includes the Army Profession (Chapter 2)

Jun 2013  ADRP 1 (Revision 1), *The Army Profession*

Jul 2014  Army Ethic White Paper

Jun 2015  ADRP 1, includes the Army Ethic (Chapter 2)

Oct 2015  CSA approves Character Development, Army Priority List #3P, FY16

Nov 2015  Character Development Project Team

Dec 2015  HQDA EXORD 086-16 Human Dimension

April 2016  Character Development White Paper + JLAPS

May 2016  CGSC Electives and MMAS Papers
Character Development

**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 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 development and certification of Trusted Army professionals through education, training, and experience.

**OUTCOME**
Publish a concept 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 Development apart from Leader Development is nothing!
**Problem:** 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.  
(CNA GAP #501028)

**Mission:** The Character Development Project Team articulates and gains APLDF approval for and publishes the Army Concept for Character Development -- applicable for all Soldiers and Army Civilians, 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.  
(Army White Paper: Developing the Character of Trusted Army Professionals, Forging the Way Ahead, 19 April 2016)

**Endstate:** Publish a concept* for developing, assessing, and certifying the character of Army professionals within the existing Leader and Professional Development process of education, training, and experience  
(Army White Paper, 19 April 2016)

*TRADOC CG Approved White Paper for Character Development
CAPE: Is the lead for all Essential Tasks; selected agencies requested to assist; volunteer SMEs provide support.

CAPE (Internal) Project Team:

Individuals assigned for each task
Liaison to all major organizations & cohorts
Frequent internal IPRs

Monthly Army-wide CD Project Team Meetings

Key Activities (Examples):

CPT Solarium
Selected Focus Groups
Cohort Engagement (e.g., NCO 2020, WO 2025)
Drill Sergeant School
Recruiting Command
Army University (Instructor Certification)
Army Profession Forum (7-8 DEC)
Unified Quest
Junior Leader Army Profession Seminar (JLAPS)
Publish Character Development White Paper
### Essential Task List

<table>
<thead>
<tr>
<th>Number</th>
<th>Task</th>
<th>Lead (CAPE)</th>
<th>Assist</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Determine how the relevant literature informs Character Development.</td>
<td>R&amp;A</td>
<td>ARI</td>
<td>Tufts Univ.</td>
</tr>
<tr>
<td>2</td>
<td>Identify and include those relevant scientific disciplines whose theory and practice address character and character development (e.g., psychology, sociology, pedagogy, philosophy, anthropology, etc.).</td>
<td>T&amp;E</td>
<td>USMA CTE</td>
<td>Tufts Univ.</td>
</tr>
<tr>
<td>3</td>
<td>Identify and gain consensus for an Army Profession lexicon regarding character and character development.</td>
<td>OPS</td>
<td>SCPME</td>
<td>RAN</td>
</tr>
<tr>
<td>4</td>
<td>Understand relationships among &quot;character, identity, personality, values, virtues, morals (conscience), etc.&quot;.</td>
<td>R&amp;A</td>
<td>CAL</td>
<td>Tufts Univ.</td>
</tr>
<tr>
<td>5</td>
<td>Understand the effects of resilience and social-emotional intelligence as they relate to character and character development.</td>
<td>R&amp;A</td>
<td>HQDA G1 ARD</td>
<td>Bayllo</td>
</tr>
<tr>
<td>6</td>
<td>Identify and determine the effects of factors external to the Army on character development (e.g., religion, family, socio-economic status, etc.).</td>
<td>R&amp;A</td>
<td>HQDA G1 ARD</td>
<td>USMA BS&amp;L</td>
</tr>
<tr>
<td>7</td>
<td>Identify and determine the effects of factors internal to the Army on character development (e.g., esprit de corps, culture of trust, organizational climate).</td>
<td>T&amp;E</td>
<td>CAL</td>
<td>HQDA G1 ARD</td>
</tr>
<tr>
<td>8</td>
<td>Identify both enablers and obstacles affecting character development within the:</td>
<td>T&amp;E</td>
<td>C-IMT</td>
<td>CAC-T</td>
</tr>
<tr>
<td>8A</td>
<td>Institutional Army</td>
<td>OPS</td>
<td>MCoE</td>
<td>MCTP</td>
</tr>
<tr>
<td>8B</td>
<td>Operational Army</td>
<td>T&amp;E</td>
<td>C-IMT</td>
<td>CAC-T</td>
</tr>
<tr>
<td>9</td>
<td>Determine what must be done to positively influence character development within the:</td>
<td>T&amp;E</td>
<td>C-IMT</td>
<td>CAC-T</td>
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<tr>
<td>9A</td>
<td>Institutional Army, (e.g., policies, programs, procedures)/</td>
<td>OPS</td>
<td>MCoE</td>
<td>MCTP</td>
</tr>
<tr>
<td>9B</td>
<td>Operational levels of the Army (e.g., unit training, garrison activities, etc.).</td>
<td>T&amp;E</td>
<td>C-IMT</td>
<td>CAC-T</td>
</tr>
<tr>
<td>10</td>
<td>Define the role for senior stewards (leaders) in supporting Character Development.</td>
<td>Depute Director</td>
<td>AWC</td>
<td>RAN</td>
</tr>
<tr>
<td>11</td>
<td>Determine what activity must take place at the level of the individual within the team (e.g., leadership, coaching, counseling, mentoring, self-development).</td>
<td>T&amp;E</td>
<td>BS&amp;L</td>
<td>USMA SCPME</td>
</tr>
<tr>
<td>12</td>
<td>Determine if service learning and community support activities have a beneficial effect on character development.</td>
<td>R&amp;A</td>
<td>Big Army ACS</td>
<td>USMA DCA</td>
</tr>
<tr>
<td>13</td>
<td>Determine how the Army Ethic drives Character Development.</td>
<td>OPS</td>
<td>USMA SCPME</td>
<td>Chief of Chaplains</td>
</tr>
<tr>
<td>14</td>
<td>Identify reliable and valid means of assessing character development at the level of the:</td>
<td>R&amp;A</td>
<td>HQDA G1 ARD</td>
<td>ARI</td>
</tr>
<tr>
<td>14A</td>
<td>Army Profession</td>
<td>R&amp;A</td>
<td>TRADOC (TRAC)</td>
<td>ARI</td>
</tr>
<tr>
<td>14B</td>
<td>Institutional Army</td>
<td>R&amp;A</td>
<td>CTCs</td>
<td>ARI</td>
</tr>
<tr>
<td>14C</td>
<td>Operational Army</td>
<td>T&amp;E</td>
<td>O/DUSA (RFL)</td>
<td>Tufts Univ.</td>
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<tr>
<td>14D</td>
<td>Individual within the team</td>
<td>R&amp;A</td>
<td>USMA SCPME</td>
<td>USMA BS&amp;L</td>
</tr>
</tbody>
</table>

#### Acronyms:
- **ACS** = Army Community Service
- **ARD** = Army Resiliency Directorate
- **AWC** = Army War College
- **BS&L** = USMA Dept. Behavioral Sciences and Leadership
- **CTE** = USMA Center for Teaching Excellence
- **DCA** = USMA Directorate of Cadet Activities
- **D/OUUSA (RFL)** = Department of the Under Secretary of the Army (Research Facilitation Lab)
- **OPS** = CAPE Operations
- **RAN** = Retiree Advisory Network
- **R&A** = CAPE Research and Assessment
- **T&E** = CAPE Training and Education
- **SCMPE** = USMA Simon Center for Professional Military Ethic
- **TRAC** = TRADOC Research Analysis Center
<table>
<thead>
<tr>
<th>Task</th>
<th>Name</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,4,5,6,12,14A,14B,14C,15</td>
<td>Mr. Patrick Toffler (CTR)</td>
<td><a href="mailto:patrick.a.toffler.ctr@mail.mil">patrick.a.toffler.ctr@mail.mil</a></td>
<td>845-938-0825</td>
</tr>
<tr>
<td>2,7,8A,9A,11,14D</td>
<td>Mr. Bryan DeCoster (CIV)</td>
<td><a href="mailto:bryan.d.decoster.civ@mail.mil">bryan.d.decoster.civ@mail.mil</a></td>
<td>845-938-5945</td>
</tr>
<tr>
<td>3,8B,9B,13</td>
<td>MAJ Shawn Dalton</td>
<td><a href="mailto:shawn.d.dalton.mil@mail.mil">shawn.d.dalton.mil@mail.mil</a></td>
<td>845-938-1057</td>
</tr>
<tr>
<td>10</td>
<td>Mr. Glenn H. Goldman (CIV)</td>
<td><a href="mailto:glenn.h.goldman.civ@mail.mil">glenn.h.goldman.civ@mail.mil</a></td>
<td>845-938-0469</td>
</tr>
</tbody>
</table>
CAPE POCs for Activities

### Acronyms:
- ACC – Army Civilian Corps
- APF – Army Profession Forum
- APLDF – Army Profession and Leader Development Forum
- ARI – Army Research Institute
- ARNG – Army National Guard
- ASA (M&RA) – Asst. Sec. Army for Manpower and Reserve Affairs
- ASMC – Army Staff Management College
- AU – Army University
- AUSA – Association of the US Army
- AWC – Army War College
- AWFC – Army Warfighting Challenge
- AWG – Asymmetric Warfare
- CAL – Center for Army Leadership
- CGSC – Command and General Staff College
- FORSCOM – Forces Command
- HD – Human Dimension
- HQDA G1 ARD – Army Resiliency Directorate
- IMT – Initial Military Training
- INCOPD – Institute for NCO Professional Development
- JLAPS – Junior Leader Army Profession Symposium
- MRT – Master Resiliency Training
- NCO – Non-commissioned officer
- NIMS – Not in my Squad
- O/DUSA – Office of the Deputy Undersecretary of the Army
- OCCH – Office of the Chief of Chaplains
- OCS – Officer Candidate School
- OEMA – Office of Economic and Manpower Analysis (USMA)
- OTIG – Office of the Inspector General
- OTJAG – Office of the Judge Advocate General
- OTSG – Office of the Surgeon General
- RAN – Retiree Advisory Network
- RFL – Research Facilitation Laboratory
- RTB – Ranger Training Brigade
- SERE – Survival, Evasion, Resistance, and Evasion
- SME – Subject Matter Expert
- SWC – Special Warfare Center
- UQ – Unified Quest
- USACC – US Army Cadet Command
- USAR – US Army Reserve
- USAREC – US Army Recruiting Command
- USMA – US Military Academy
- WOCC – Warrant Officer Career College

<table>
<thead>
<tr>
<th>CAPE POC</th>
<th>Organizations</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Glenn Goldman</td>
<td>USACC, USMA, OCS, OEMA</td>
<td>USMA Project Day</td>
</tr>
<tr>
<td></td>
<td>ACC, ASMC</td>
<td></td>
</tr>
<tr>
<td>Mr. Bryan DeCostner</td>
<td>AU</td>
<td>NIMS</td>
</tr>
<tr>
<td></td>
<td>HQDA G1 ARD</td>
<td>MRT</td>
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<tr>
<td>CH (LTC) Dissmore</td>
<td>OTJAG, OTIG, OCCH</td>
<td>CGSC</td>
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<tr>
<td>MAJ Shawn Dalton</td>
<td>AUSA</td>
<td>JLAPS</td>
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<td></td>
<td>APF</td>
<td>CPT Solarium</td>
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<td></td>
<td>CAL</td>
<td>AUSA Convention</td>
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<td>OTJAG, OTIG, OCCH</td>
<td>CGSC</td>
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<td>ARNG, USAR</td>
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<td></td>
<td>FORSCOM</td>
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<td>UQ</td>
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<td>SERE</td>
<td>APLDF</td>
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<td></td>
<td>SWC, RTB</td>
<td>HD, AWFC 10</td>
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<td></td>
<td>ASA (M&amp;RA)</td>
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<tr>
<td>CW4 Michael Grinter</td>
<td>WOCC</td>
<td>WO2025</td>
</tr>
<tr>
<td>SGM David Stewart (SGM Bolanos - incoming)</td>
<td>NCO, INCOPD</td>
<td>NCO2020</td>
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<td></td>
<td>IMT</td>
<td></td>
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<td></td>
<td>USAREC</td>
<td></td>
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<tr>
<td>Mr. Patrick Toffler (CTR)</td>
<td>AWG</td>
<td>SMEs</td>
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<td>ARI</td>
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<td></td>
<td>O/DUSA (RFL)</td>
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<td></td>
<td>AWC</td>
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# Planning Calendar

## FY 16

<table>
<thead>
<tr>
<th>Strategic Support Events</th>
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<tbody>
<tr>
<td>Apr</td>
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<tr>
<td>(1) HD CoC 16-3d</td>
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</table>

## FY 17

<table>
<thead>
<tr>
<th>Strategic Support Events</th>
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<tbody>
<tr>
<td>Apr</td>
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<tr>
<td>(1) NLT Deliver to CG, TRADOC</td>
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</tbody>
</table>

## Key Tasks

| Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June |
| (12) APLD 17-1 CoC | (5) APLD 17-1 | (7) Unified Quest | (5) APF |

## Product / Outputs

| Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June |
| (13) APF MFR | • Final Draft | • 2nd Draft White Paper | • 1st Draft White Paper | • WO Summit MFR | • JLAPS Findings Published | • 1st Draft White Paper |

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**CSA Engagement**

**Strategic Influence**

**Critical Suspense**

**CD Project Team Meetings**

**Key**

- (O/O) Distribute to the Force
- (1) NLT Deliver to CG, CAC
Timeline FY16

Oct 15: Mission Analysis

Feb 16: Publish White Paper

Mar-Jun 16: Conduct Analysis of Theories and Concepts for Character Development and Assessment of Character

13-14 Apr 16: Conduct JLAPS

19 Apr 16: CD White Paper Approved/Published

17 Jul 16: APLDF 16-4 LF CoC

11-14 Jul 16: CPT's Solarium

12 Aug 16: APLDF 16-4

Feb 16: Publish White Paper

17 Jul 16: APLDF 16-4 LF CoC
Timeline FY17

Army Implementation Guidance

1 Jun 17: White Paper

TBD May 17: CGSC Ethic Elective

TBD Spring 17: JLAPS

7 Dec 16: Unified Quest

7-8 Dec 16: APF

14 Nov 16: CD Concept ISO APF Presentation

5 Oct 16: APLDF 17-1

3-5 Oct 16: AUSA

5 Oct 16: APLDF 17-1

7 Dec 16: Unified Quest

14 Nov 16: CD Concept ISO APF Presentation

5 Oct 16: APLDF 17-1

3-5 Oct 16: AUSA
Purpose: To gain the perspective of junior Army leaders regarding character development, within leader development, at their level of education, training, and operations.

Themes:
1) What enablers/obstacles exist in Army training, education, or operations that positively/adversely affected the development of character; or strengthened/weakened identity as a trusted Army professional?

2) What should the Army do within training, education, and operations to strengthen character development at the tactical level?

3) What must be done at the unit/organizational level to ensure that climate supports character development?
Findings:

Junior Army Leaders:

• Affirm the importance of character in reinforcing mutual trust in cohesive teams.

• Believe character is developed through caring leadership in education, training, and experience within an ethical command and organization climate.

• Expect senior Army leaders to establish conditions that foster an Army culture of trust through policies, programs, and exemplary leadership.
Recommendations:

• Encourage accurate reporting – supporting situational understanding and mutual trust.

• Provide Army acculturation for Soldiers and Army Civilians – Recruiting, IET, PME/CES, initial assignment – reinforce at each level of responsibility (career long).

• Establish clear mission priorities and permit junior leaders to plan for implementation (honor the training schedule).

• Develop a command and organization assessment that captures the state of the ethical climate. Ask: “Do we live by and uphold ethical principles?”

• Establish a “probationary” period for all Soldiers – similar to Army Civilian Corps.
Recommendations (cont.):

• Leaders must conduct Professional Development sessions (this responsibility cannot be delegated) – both scheduled and with coaching, counseling, and mentoring.

• Ethical reasoning must be integrated in all decision making, planning, actions, and AARs.

• Adopt the professional development methodology in the Warrant Officer Leader Development Strategy 2025 (e.g., WO Mentoring Program; 360 Evaluations; coaching, counseling, mentoring, and selections).

• Tie unit training requirements to mission (allow flexibility on AR 350-1); establish realistic reporting standards (character cannot thrive in an unethical climate); the training schedule is a contract, honor it (changes cause frustration – breach of trust).

• Commanders and organization leaders must establish policies and practices that are consistent with the Army Ethic (failure to do so promotes unethical conduct).
Next Meeting: 15 August 1330 (EDT)

Focus:
1. Captain Solarium Results
2. Essential Tasks Progress Update
“We are in fact one Army. We have three components, but it’s one Army. We are E Pluribus Unum in reality. Of the many, come one. . . And as we are one nation indivisible, we are, in fact, one Army indivisible.”  39th CSA GEN Mark A. Milley