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'You can't surge character'
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General Mark A. Milley, Chief of Staff of the Army
Remarks to the National Guard Association of the United States
(NGAUS, 11 Sep 2015)

WW II - World War II
The Mission for this projects is completed with the CG TRADOC approved framework in the form of a document that articulates the Army Concept for Character Development, applicable to the Total Army.

The following phase is an implementation plan and execution order.

CNA – Capability Needs Assessment
APLDF – Army Profession and Leader Development Forum
NLT – Not Later Than
TRADOC CG – US Army Training and Doctrine Command Commanding General
2011–2012 Army Profession Campaign
Sep 2012 ADP 1, *The Army*, includes the Army Profession (Chapter 2)
Jun 2013 ADRP 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
Apr 2016 Army Character Development White Paper + JLAPS
May 2016 CGSC Electives and MMAS Papers
Jul 2016 Captains Solarium
Aug 2016 Stand-To: [https://www.army.mil/standto/2016-08-10](https://www.army.mil/standto/2016-08-10)
Oct 2016 DRAFT Framework for Army Character Development & Outreach

ADP – Army Doctrine Publication
ADRP – Army Doctrine Reference Publication
CSA – Chief of Staff of the US Army
HQDA EXORD – Headquarters, Department of the Army Executive Order
JLAPS – Junior Leader Army Profession Symposium
CGSC – Command and General Staff College
MMAS – Master of Military Art & Science
As recommended in our last meeting, we developed a project collaboration platform, accessible without CAC.

APAN supports announcements, discussions, documents, events, and wiki.

The group is “public-closed” -- anyone can read the content, only members can contribute.

Instructions: Register on APAN; join the group.

If you are having trouble, send me an email (timothy.lempicki@usma.edu) and I will provide assistance.

Wiki – A website that provides collaborative modification of its content and structure directly from the web browser.
The bulleted items highlighted in GREEN pertain to additional research on the Army’s past efforts at character development, as well as efforts to assess ethical climate, and will be discussed during this meeting and then added to the online literature review.

Your continuing input and feedback to inform this in-progress literature review is appreciated.
Throughout our Army’s history the two foundations (legal and moral) that form the Framework of the Army Ethic have been used to influence and guide the character of individuals, as well as the collective character of the Army Profession.

During the 30-year period from World War I, through World War II, to just prior to the Korean War the Army recognized the need for what was termed ‘character building’, especially in younger members of the Army, and assigned responsibilities to chaplains and leaders.

ROTC – Reserve Officers’ Training Corps
SATC – Student Army Training Corps
CMTC – Citizens’ Military Training Camps
The next 30 years was the era of the Character Guidance Program. Although the intent appeared to be to use chaplains to guide reflection and discussion as a means to character development, the reality became more classroom lecture, often with a religious flavor, and with the chaplains, rather than commanders, becoming the focal points for character development programs.

PTSD – Post-Traumatic Stress Disorder
DoD – Department of Defense
Overlapping with this period, the 30 years from the height of Vietnam to the late 1990s witnessed the Army conducting major reassessments of itself, such as the Westmoreland Study; efforts to professionalize the NCO Corps; and numerous attempts to adequately describe Army values, ethics, and leadership doctrine. This resulted in the forward-looking Character Development XXI workshop and the promulgation of the Army Values.

POW – Prisoner of War
USMA – United States Military Academy
CGSC – Command and General Staff College
AWC – Army War College
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FM – Field Manual
NCO – Non-commissioned Officer Corps
CSA – Chief of Staff of the US Army
USMA – United States Military Academy
ROTC – Reserve Officers’ Training Corps
During the next 20 years the Army continued to try to better define and describe these same values, ethics, and leadership doctrine. This resulted in the expanded definition of the Army Profession in ADRP 1 in 2013 and the articulation of the Army Ethic in the 2015 revised version of ADRP 1.

CONCLUSION:
Throughout our Army’s history the importance of character and character development has been understood, however the message and methods have been confusing, disjointed, and ever-changing. While the Army has repeatedly attempted to formalize what was variously called ‘character building’, ‘character formation’, or character development, through the assignment of responsibilities and most often, with the creation of issue-specific programs, the primary method of effective character development has been the personal interaction of qualified, mature, concerned, caring leadership at all levels, through taking personal interest in the development of their subordinates, peers and even superiors, as a responsibility of stewardship. The individual means vary, whether through coaching and counseling, mentorship, formal and informal assessment and evaluation, leadership by walking around, or a thoughtful or thought provoking word when necessary, but the end result is the sustainment of a command climate that enhances the trust required for the concept of mission command to flourish and for the Army to accomplish all its missions. This can only be achieved through improved leader and instructor assessment and education to enrich understanding of their critical roles in the effective execution of the process of character development, both in the operational and institutional Army, and through viable certification to ensure that the rising generation of Army professionals receives the benefit of best qualified leadership at all levels, while sustaining an ethical organizational climate that supports the Army Culture of Trust.

FM – Field Manual
MG – Major General
EO – Equal Opportunity
SHARP – Sexual Harassment/Assault Response & Prevention
CSA – Chief of Staff of the US Army
ADP – Army Doctrine Publication
ADRP – Army Doctrine Reference Publication
Analysis of Command Climate Surveys (1 of 2)

Purpose: To identify the Command Climate Surveys that have been used and to consider possible Command Climate Surveys to focus on the Ethical Climate.

Background:

1. DEOMI Organizational Climate Survey (DEOCS) – Directed by Congress-DoD-Sec Army 2014
   - 97 questions (online) - Co Cdr => day 30/180/365; Bn/higher Cdr => day 60/365
   - Focus: Organizational Commitment, Performance, Cohesion, Processes; Trust in Leaders; Leader Cohesion; Diversity issues (Race, Religion, Sex, Age, Disability, Sexual Assault/Harassment); Job Satisfaction; Intent to Stay; Help Seeking; Exhaustion/Burnout; Hazing; Demeaning Behaviors; Favoritism.

2. AR 600-20 Army Command Policy - Command Climate Surveys
   - 107+ questions
   - Focus: How Soldiers feel led and cared for by their leadership; racism; sexual harassment; hazing; discrimination; stress; and training.

DEOMI - Defense Equal Opportunity Management Institute
DoD – Department of Defense
Sec Army – Secretary of the Army
Co Cdr – Company Commander
Bn/higher Cdr – Battalion, Brigade, Division, etc. Commander
Analysis of Command Climate Surveys (2 of 2)

3. Multi-Source Assessment & Feedback (MSAF) 360/Unit 360
   • 48 questions
   • **Focus**: Stewardship of the profession; leadership preparation; leading others, leading by example; getting results; extending influence beyond the chain of command; developing leaders; creating a positive environment; communicating, and building trust

4. Joint 360
   • 44 questions
   • **Focus**: Character through Profession of Arms values; ethical leadership; & ethical climate.

5. Ethical Climate Assessment Survey – GTA 22-06-001 (Oct 1997)
   • 25 questions
   • **Focus**: Individual Character, Unit practices, Leader actions, and Environmental factors

6. “Not In My Squad” (NIMS) Resource
   • 24 statements
   • **Focus**: Mutual Trust and Cohesion within the Squad

GTA – Graphic Training Aid
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Army Profession, Army Ethic, Institutional and Operational Army ◦ Army Culture of Trust
Leader Development (Education, Training, Operational Experience)
Mission Command: Mutual Trust & Cohesive Teamwork (Ethical Command Climate)
Leader-Follower (Instructor-Student): Transformational Leadership (Coaching, Counseling, Mentoring)
Transformational Leadership

Content Outline: 19 Aug
Sentence Outline: 15 Sep
Paragraph Outline: 30 Sep
Rough Draft: 15 Oct (Internal)
Author’s Draft: 1 Dec
Initial Draft: 30 Jan
Final Draft: 15 Mar
Signature Draft: 15 Apr
Final Product: 14 Jun
Implementation Directive, TBD

Timeline -
- v1 (approval Dir, CAPE – 15 Oct)
- v3 (approval CD Project Team – 1 Dec)
- v5 (Army-wide staffing – 30 Jan)
- v7 (Army-wide staffing – 15 Mar)
- v9 (HQDA Form 5, GO 15 Apr)
- Finalize – CAC/TRACOC CG/CSA approval 14 June
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PME – Professional Military Education
CES – Civilian Education System
ADM – Military Design Methodology (ADRP 5-0)
MDMP - Military Decision-making Process (FM 6-0)
TLP – Troop Leading Procedures (FM 6-0)
MPS – Military Problem Solving (FM 6-0)
AAR – After Action Review (ADRP 6-0)
Character Development Project Timeline

- Jun 17: Publish Army Framework for Character Development
- Apr 17: Signature DRAFT
- 3rd Qtr: CGSC Ethics Symposium
- 2nd or 3rd Qtr FY17: Formal Staffing Army Framework for Character Development
- 7 Dec 16: Solicit Senior Army Leader feedback during APF
- Oct - Nov 16: Engagement with IMT, USAREC, AWC, Tufts Univ, others...
- 18 Oct 16: Character Development Project Tm mtg: DRAFT Framework for Army Character Development
- 16 Aug 16: 4th Character Development Project Tm mtg
Focus Quote for the Day

Character is the foundation of trust and trust is the foundation of effective leadership. - Vice Chief of Staff of the Army Gen. Daniel B. Allyn, emphasizing the importance of building and integrating character in daily living will help young leaders to win in an increasingly complex world, at the ninth annual West Point Leadership and Ethics Conference, held earlier in the year, at the George Mason University, Arlington, Virginia.

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'You can't surge character'
**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

The Character Development Initiative (I-14-007) within APLDF is an Approved Initiative of the TRADOC Commander, APL 3P, FY16.

The Character Development Project will proceed under the authority of HQDA EXORD 086-16 HUMAN DIMENSION.
Culture of Trust (Army Profession & Army Ethic, Institutional & Operational Army) Leader Development (Education, Training, Operational Experience) 
Mission Command: Mutual Trust – Cohesive Teamwork (Ethical Climate) Leader-Subordinate (Instructor-Student) – Coaching, Counseling, Mentoring Assessment