REPLY TO
ATTENTION OF

ATZL-MCE   2 September 2016

MEMORANDUM FOR RECORD

SUBJECT: The Army Character Development Project Team, 4th Meeting (Telecon), 16 August 2016 (1500-1630 EST)

1. References.

    a. MEMO (ATLZ-MCV-L), SUBJ: Fiscal Year 16 Army Leader Development Program Priority List (APL), dated 9 Sep 2015.

    b. HQDA EXORD 086-16 HUMAN DIMENSION, DTG: 221755Z Dec 15.

    c. White Paper, 19 Apr 2016.*

    d. Junior Leader Army Profession Symposium (JLAPS) Summary, 16 May 2016.*

    e. Mission Analysis, Character Development Project, as of: 10 Jun 2016.*

    f. Literature Review (with Addenda/Papers), as of: 16 Jun 2016.*

    g. Stand-To!: Character Development Project (https://www.army.mil/standto/2016-08-10), Aug 2016.*

    h. Army Magazine: Character Development … (https://www.ausa.org/articles/character-development-initiative-focuses-what-it-takes-be-trusted-professional-today%E2%80%99s-army), Sep 2016.*

    i. Meeting Slides, Character Development Project Team Telecon, 16 August 2016. (enclosed)*

* These documents are available at: http://cape.army.mil/character-development-project/

2. Purpose. To summarize discussions during the subject meeting, focusing on update of the current situation, including: "Essential Tasks" from the Mission Analysis; status of coordination with key assisting agencies and subject-matter Experts (SMEs); and the findings and recommendations from Focus Group 7 (Character Development) at the Captain Solarium III (FLKS, 11-14 July, 2016).

3. Background.

   a. The Army Character Development Project specifically addresses Army Capability Needs Analysis 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." It supports ALDP initiative I-14-007, approved as ALDP Priority List Policy Priority 3, FY16, by the Chief of Staff of the Army, reference 1.a.

   b. The mission of the Character Development Project Team is to design and articulate a concept for character development that is applicable for all Soldiers and Army Civilians, guiding the Army Profession and the institutional and operational Army. The Project Team includes all member organizations of the Army Profession Leader Development Forum, along with outreach to appropriate DoD and non-DoD SMEs, and operates under the authority of reference 1.b.

   c. The Army Character Development Project supports the Army Operating Concept (TP-525-3-1) and the Human Dimension and Army Leader Development Strategies. The final product of this project is envisioned to be a CG TRADOC-signed White Paper that articulates an accessible, accepted, comprehensive, and adaptable concept for developing the character of Army professionals within the process of leader development. See references 1.c. and 1.e.

4. Discussion.

   a. The meeting agenda and supporting read-ahead materials noted that, since the last meeting, 16 June 2016, CAPE participated in the CSA's Captain Solarium III, hosted by the Center for Army Leadership, FLKS, 11-14 July 2016. In addition an Army "Stand-To!" communication (ref 1.g.) and an article published in "Army" magazine (ref 1.h.) discussed the Army-wide Character Development Project and its intended outcome.

   b. The meeting was opened by the CAPE Director who provided an overview of the current situation to include the Mission of the Character Development Project Team and the key assumptions guiding its work (Encl. slides 3, 4). With this background, discussions continued with two illustrations of how essential tasks are being addressed. All team members were asked to contribute relevant information to assist in properly addressing each task in preparation for writing the early drafts of the Army Concept for Character Development. The essential tasks are enumerated in the Army White Paper, "Developing the Character of Trusted Army Professionals, *Forging the Way Ahead*" and in the Mission Analysis.

   c. Issues and recommendations raised by participating captains from Focus Group 7 at the CPT Solarium III are provided on Slides 9-13. It is clear that many of the challenges previously raised at JLAPS were confirmed at CPT Solarium III. In summary, participating captains affirmed: "Character" is essential to mutual trust and cohesive teamwork; living

by and upholding the Army Ethic is a necessary and realistic ideal, applying both on and off duty; and an unethical command climate compromises trust, undermines teamwork, and encourages misconduct and unethical practices. They offered mixed views about the state of the ethical climate within their own units and affirmed that assessment of the ethical climate, using multiple indicators, is necessary to take corrective action or reinforce what is good. Their recommendations for consideration by Senior Army Leaders include: Leaders must "challenge authority" and uphold the Army Ethic; reporting must be accurate and the "system" must be designed to encourage timely and honest reports; character must be integrated within training and operations; and commanders must recognize what is "right" and correct what is "wrong." In this light, Soldiers must be encouraged/expected to use ethical reasoning in making decisions and taking action.

d. In general discussions that followed, Project Team members made these observations and recommendations:

1) The curriculum or "program of instruction" at various Army Civilian schools and at Army Centers of Excellence have been modified to include subject matter intended to develop character. However, the effects of these efforts is difficult to assess. It is not clear what is being done (or what must be done) to prepare instructors to develop character within their efforts to develop competence. This question requires the collective consideration of the entire team and must be addressed within the Army Concept for Character Development. CAPE will explore the issue in discussions with Army University, AWC, CGSC, Tufts University, and others in the weeks ahead.

2) Operational definitions for key terms associated with character development (Essential Tasks 3, 4) are necessary to support common situational understanding. For example, what does "integration" of character development within training, education, and operations suggest?   Is character development something that occurs apart from development in competence and therefore must be "added-in"?   Or is it clear that character, for better or worse, is inherently developed in the course of all life experiences and our task is not to "integrate" character development, but rather to explicitly provide for it in all activity? The Army Profession defines character as "dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions."   In this light, our mission is to articulate *how* this is to be accomplished within leader development, in the institutional, operational, and self-development domains.

3) There was debate regarding assessment of development in character. If character development is a deliberate outcome within education, training, and experience, then an accurate, accepted means of assessing an individual's progress is necessary. Such an assessment will assist with coaching and counseling within the developmental process. The challenge is to do this in a consistent, credible manner and to determine how results may be used in overall evaluations of performance. It was noted that living by and upholding the moral principles of the Army Ethic is an "ideal" and is not "enforceable" as are regulations. However, "assessment" is an important part of

development – both for the leader and the subordinate – and this issue will require further study. It is possible that the approved research project to be conducted by the Research Facilitation Laboratory and the ongoing study at USMA by the Tufts University Team may contribute to finding a solution. We also received word that the Army Science Board Study Proposal regarding "character, identity, and personality" was approved by TRACOC. The product of this study may also shed light on how character may be evaluated within the developmental process.

4) There was consensus in the discussions that temptations to engage in unethical practices in the name of "accomplishing the mission" must not be condoned. The leader must set the example and uphold the ethical standard. Others noted that it is everyone's responsibility to do what is "right," and establishing this expectation is the commander's responsibility, not to be delegated to a special staff officer (e.g., the chaplain or the lawyer).

5. Next Steps: At the suggestion of some, CAPE will explore the option to establish a web-based site where Project Team members can post material for comment and review. We will continue to meet with those agencies engaged in certification of instructors to determine "best practices" for preparing them to develop character in the process of developing competence. The content outline for the Army Concept for Character Development is in draft and will be vetted with the Project Team for comment/concurrence. The next meeting is scheduled for 18 October 2016 (1500-1630 EDT).

6. POC: Mr. Patrick A Toffler, Contractor, (patrick.toffler@usma.edu; 845-938-0825), Center for the Army Profession and Ethic (CAPE).

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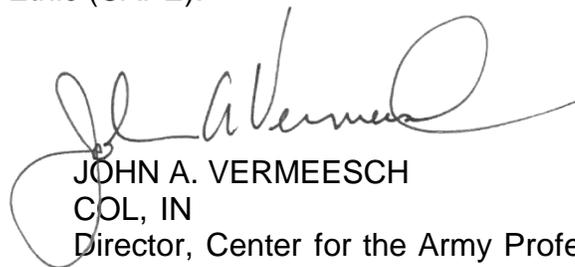
JOHN A. VERMEESCH
COL, IN
Director, Center for the Army Profession
  and Ethic

ENCLOSURE: Meeting Slides, Character Development Project Team Telecon, 16 August 2016.

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Building and Maintaining Readiness to Win in a Complex World

Character Development Project Team Teleconference

Purpose: Provide an update to the Character Development Project Team, including current status, path forward to complete the project, and desired end state for implementation within Leader Development

COL John A Vermeesch
Director, Center for the Army Profession and Ethic
16 August 2016

This briefing is: Unclassified

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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 to help young leaders win in an increasingly complex world, at the Ninth Annual West Point Leadership and Ethics Conference, George Mason University, Arlington, Virginia.
"You can't surge character"

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Outline

- Roll Call / Introduction
- Character Development Project
    - Situation
    - Mission
    - Essential Tasks and Coordination with Assisting/Supporting Agencies
    - Path Forward
    - Update: CPT Solarium Issues/Discussion/Recommendations
- Discussion
- Closing

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Character Development Project

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

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The Mission for this project is completed with the CG TRADOC-approved concept in the form of a White Paper that articulates the Army Concept for Character Development that is applicable to the Total Army.

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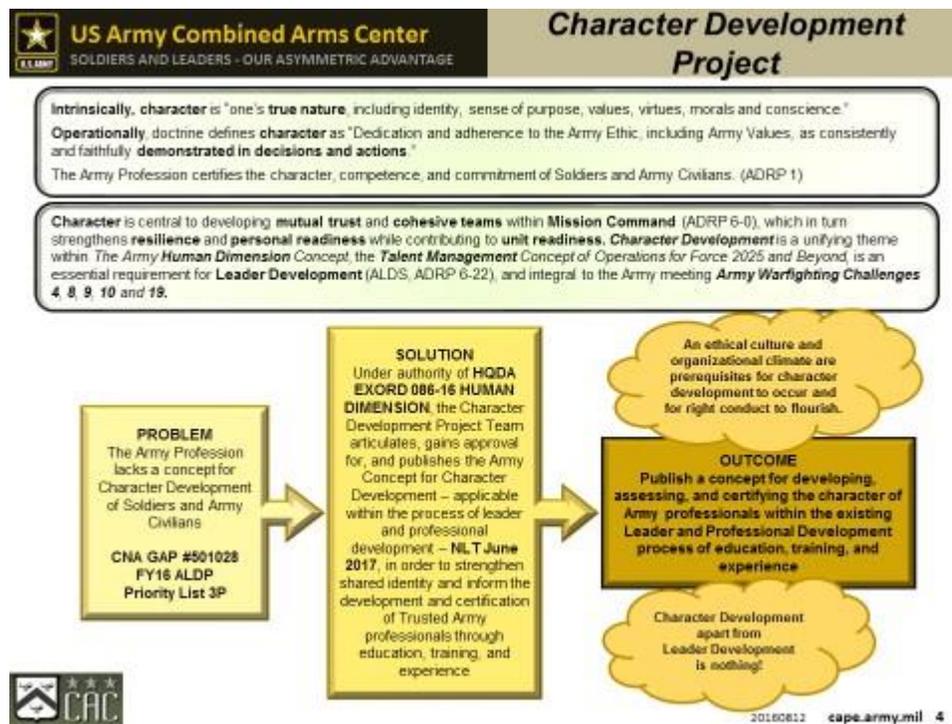(Army White Paper: Developing the Character of Trusted Army Professionals, Forging the Way Ahead, 19 April 2016)

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(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.

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Situation – Progress To Date

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 CPT Solarium

Aug 2016 Stand-To: https://www.army.mil/standto/2016-08-10

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Situation – Moving Forward

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

Army-wide CD Project Team Meetings (Telecon)

Key Activities (Examples):

- Selected Focus Groups (e.g., IMT, Rec Cmd, CGSC, AWC) (Sep – Nov 16)
- Cohort Engagement (e.g., NCO 2020, WO 2025) (On-going)
- Army University (Instructor Certification, On-going)
- Army Profession Forum (Dec 16)
- JLAPS (2nd or 3rd QTR FY 17)
- CGSC (2nd or 3rd QTR FY 17)
- Mission Complete (Jun 17)

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Character Development Project Team:
"Lead" organization is primarily responsible for gathering and reporting on the information that addresses the essential task;   "assisting" organizations provide direct support and contribute to gathering and reporting information; "supporting" organizations, activities, or individuals contribute subject-matter expertise, respond to requests for information, and review products.

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Essential Task 1

1. Determine How the Literature Informs Character Development:

   a. Review of journal publications and books → initial product Nov 15; the review is updated as new material is discovered – all are invited to contribute to this on-going effort.
   b. Review of Army publications → this action is complete; many Army documents address character or character development, each confirms the importance of character to mutual trust and leadership; however, there is little discussion of "how" character is developed within Leader Development.
   c. What has the Army done? → since the end of WWII, the Army has initiated several efforts to integrate character development within education, training, and operations; however, we have not completed our discovery of all such efforts and we do not know why previous efforts were abandoned.
   d. Assessment of Ethical Climate → in order to establish an ethical climate it is necessary to create a shared understanding of the nature of an ethical climate and to assess the "state of the ethical climate;" we initiated a review of the Army's efforts to assess "Command Climate."

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We need assistance with 1.c.&d.

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Essential Task 8a

8.a. For the Institutional Army, identify enablers and obstacles affecting character development and determine what must be done to positively influence character development.

   1) We have received considerable feedback on enablers (e.g. chain of command emphasis; leadership, staff, and faculty model the example; structured faculty development) and obstacles (e.g. time available; check the block mentality of training; absence of a good character assessment vehicle; peer reluctance to police their own; lack of faculty knowledge).
   2) We have received good feedback on what the Institutional Army is currently doing to integrate character development into instruction in IMT and PME. We need further information on CES.
   3) We have received some feedback on preparing staff and faculty to integrate character development into learning activities, but need further research and input in this area.
   4) We could use more recommendations on what the Army should do in the Institutional Army to influence character development.

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Overview CPT Solarium

Character Development Project
CPT Solarium III – Focus Group Session
Developing the Character of Trusted Army Professionals

Purpose: To gain the perspective of Captains (former or serving company level commanders; n = 11), participating in CPT Solarium III, FLKS, 11-14 July, regarding character development, within leader development, at their level of education, training, and experience (operations).

Background: The overarching theme for CPT Solarium III was "Army Readiness." Attendees (n = 84) were organized in seven topical groups. Group 7 addressed Character Development and Cultural Awareness. CAPE facilitated discussions focused on factors affecting the development of character over approximately 8 hours of focused reflection and dialogue among the participants.

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Overview CPT Solarium

Character Development Project
CPT Solarium III – Focus Group Session
Developing the Character of Trusted Army Professionals

Findings (1 of 2), Army Captains:

- Affirm the imperative of character as essential to mutual trust and cohesive teamwork within Army units and organizations.

- Believe that living by and upholding the Army Ethic is a necessary and realistic ideal, applying both on and off duty.

- Agree that mutual trust, cohesion, and character require an ethical command climate – the absence of an ethical climate compromises trust, undermines teamwork, and encourages misconduct and unethical practices.

These findings are consistent with JLAPS

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Overview CPT Solarium

Character Development Project
CPT Solarium III – Focus Group Session
Developing the Character of Trusted Army Professionals

Findings (2 of 2), Army Captains:

- Expressed mixed opinions concerning the ethical climate within their organizations. [One third felt the climate was not what it should be, another third affirmed their command climate was ethical and levels of trust and cohesion were high, others were ambivalent saying they experienced both positive and negative indicators.]

- Cited ethical challenges to include: command pressure to influence an official investigation; temptations to falsify equipment inventory records; and misrepresentation of personnel readiness/deployability status based on mission essential skills.

- Believe that ethical climate must be assessed using multiple sources, for example: command climate surveys, routine interaction with Soldiers and Families, rates of misconduct and investigations.

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Overview CPT Solarium

Character Development Project
CPT Solarium III – Focus Group Session
Developing the Character of Trusted Army Professionals

Recommendations (1 of 2):

- Be prepared to challenge authority if there is pressure to violate regulations or established procedures. Leaders must set the example for right conduct.

- Submit accurate reports despite the potential for adverse consequences. While the "system" should not encourage "lying" – individuals must accept responsibility.

- Professional Development sessions must be scheduled and protected – requires commitment on the part of the Commander to ensure the training is conducted to standard. Integrate Character Development in all training so that it is not perceived as an "add on."

- Recognize those who do what is "right" and address what is "wrong" – challenge Soldiers to use ethical reasoning, treat Soldiers "like adults," and set the expectations and the example for ethical conduct. Leaders must be taught what an ethical climate "looks like" and how to achieve it.

- Assess the ethical climate using all available indicators and address adverse findings. Soldiers must see positive results or they will become cynical.

These recommendations are consistent with JLAPS

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Overview CPT Solarium

Character Development Project
CPT Solarium III – Focus Group Session
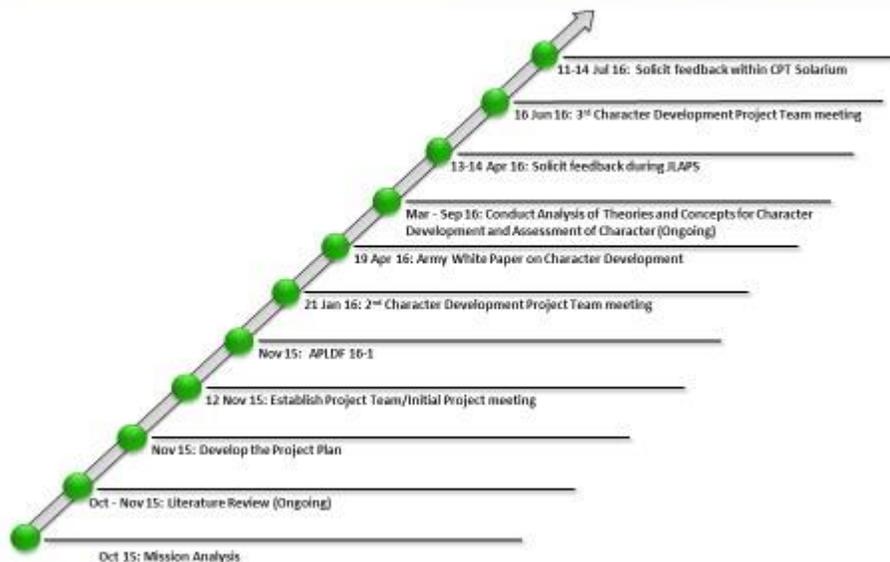*Developing the Character of Trusted Army Professionals*

Recommendations (2 of 2):

- Character Development efforts should begin with recruiting and be reinforced in IET and at all levels of PME – throughout a career. *

- Evaluate character on the OER/NCOER and continue the "Senior Rater Profile."

- Eliminate Soldiers who are not meeting the ethical standard.* All Commanders must understand the process (e.g., AR 635-200, Ch 14). Standardize procedures across the Force.

- Ensure Character Development is a priority and an overarching theme that will help address: SHARP, Suicide, Risky Behavior, and other issues that today require separate hours of training. Consider testing Soldiers/units on these types of training, those that pass the test can get "credit" for the training and focus on mission essential tasks.*

- Consider adopting an Honor Code to establish the minimum standard and inspire all to strive for ethical excellence.
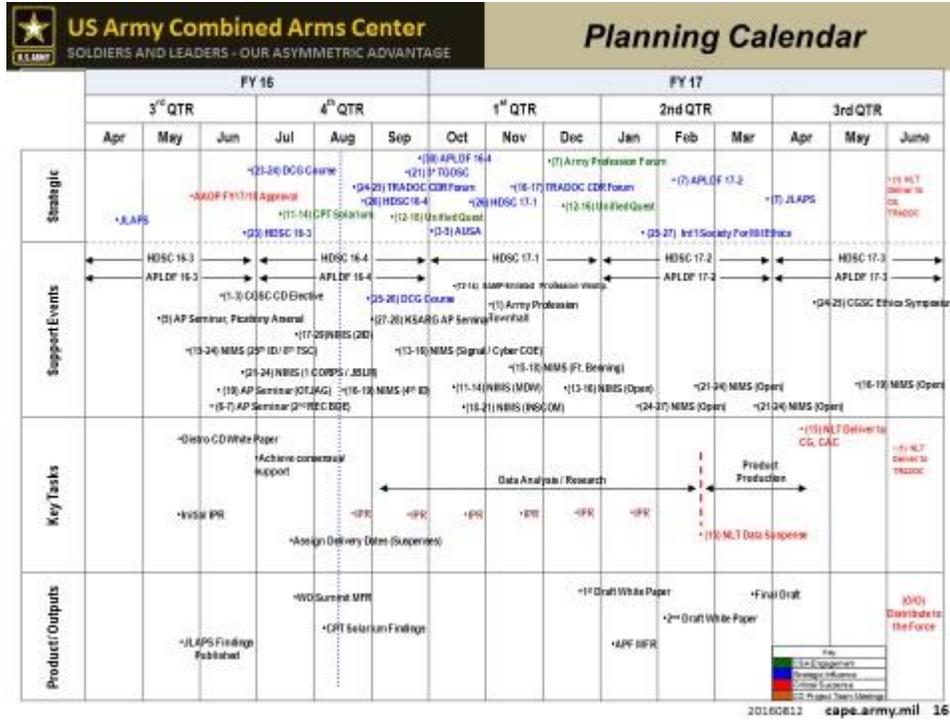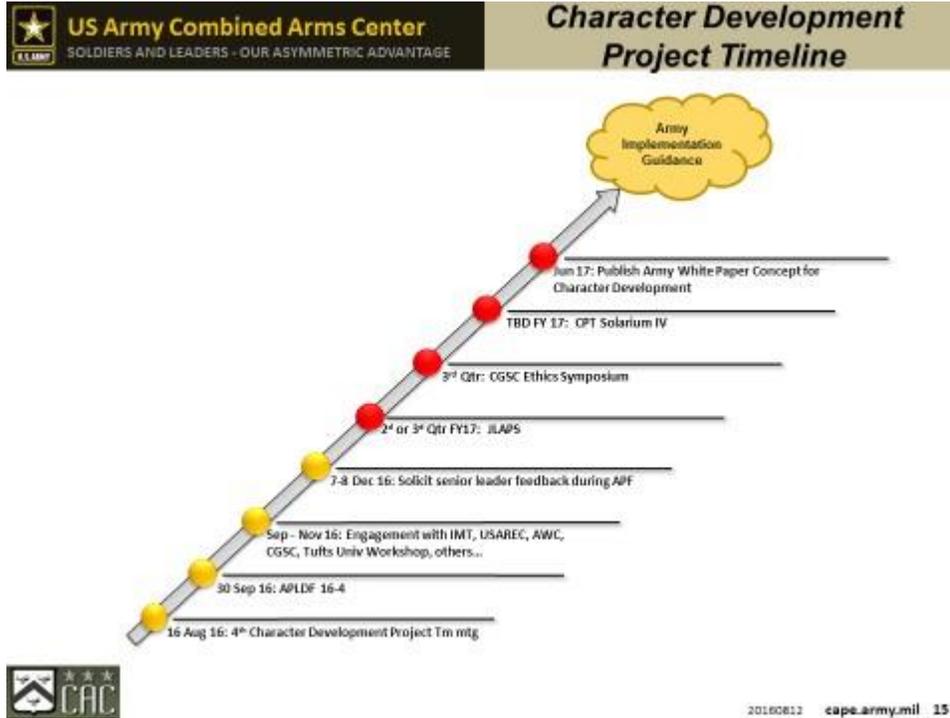
*These recommendations are consistent with JLAPS

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Character Development Project Timeline

11-14 Jul 16: Solicit feedback within CPT Solarium

16 Jun 16: 3rd Character Development Project Team meeting

13-14 Apr 16: Solicit feedback during JLAPS

Mar - Sep 16: Conduct Analysis of Theories and Concepts for Character Development and Assessment of Character (Ongoing)

19 Apr 16: Army White Paper on Character Development

21 Jan 16: 2nd Character Development Project Team meeting

Nov 15: APLDF 16-1

12 Nov 15: Establish Project Team/Initial Project meeting

Nov 15: Develop the Project Plan

Oct - Nov 15: Literature Review (Ongoing)

Oct 15: Mission Analysis

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Next Meeting

18 October 2016
1500 – 1630 EDT

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