

MEMORANDUM FOR RECORD

SUBJECT: The Army Character Development Project Team, 6th Meeting (Telecon), 16 February 2017 (1500-1630 EST)

1. References.

- a. HQDA EXORD 086-16 HUMAN DIMENSION, DTG: 221755Z Dec 15.
- b. MEMO (ATLZ-MCV-L), SUBJ: Fiscal Year 17 Army Leader Development Program Priority List (APL), dated 30 Sep 2016.
- c. Army White Paper, "Developing the Character of Army Professionals: Forging the Way Ahead," 19 Apr 2016.*
- d. Mission Analysis, Character Development Project, as of: 3 Feb 2017.*
- e. Army White Paper (DRAFT), "The Army's Framework for Character Development," 31 Jan 2016.
- f. Meeting Slides, Character Development Project Team Telecon, 16 Feb 2017 (Encl).

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

2. Purpose. To summarize discussions during the subject meeting, focusing on feedback from the visits to the Drill Sergeant Academy (24-25 Oct 2016) and the US Army War College (USAWC) (20 Jan 2017) and staffing of the Army White Paper (DRAFT), "The Army's Framework for Character Development."

3. Background.

- a. The Army Character Development Project 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." The project operates under authority of the HQDA EXORD (ref 1.a.). It supports Army Leader Development Program (ALDP) initiative I-14-007, approved as ALDP Priority List Policy Priority 3, FY16/17, by the Chief of Staff of the Army (ref 1.b.).

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b. The mission of the Character Development Project Team is to design and articulate a framework for character development that is applicable for all Soldiers and Army Civilians, guiding the Army Profession and the institutional and operational Army. The CD Project Team includes all member organizations of the Army Profession Leader Development Forum, along with outreach to appropriate DoD and non-DoD subject matter experts, and the Human Dimension Community of Practice.

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 a CG TRADOC approved Army White Paper that articulates an accessible, accepted, comprehensive, and adaptable framework for developing the character of Army professionals within the Army Leader Development Strategy, IAW the Army Ethic (refs 1.c. and 1.d.).

4. Agenda and Discussion.

a. The meeting agenda included discussion of visits by a CAPE team to the Drill Sergeant Academy (FJSC, 24-25 Oct 2016) and to the USAWC (CBPA, 20 Jan 2017). The primary topic on the agenda was the Army White Paper (DRAFT), "The Army's Framework for Character Development" which was approved by CG, CAC for Army-wide staffing, dated 31 Jan 2017 (s: 28 Feb 2017) (ref 1.e.).

b. The first topic addressed the focus group sessions at the Drill Sergeant Academy. The purpose of the visit was to solicit perspectives from drill sergeants, platoon sergeants, and the Drill Sergeant Academy leadership regarding character development for Soldiers in initial entry training (IET). In summary:

1) Drill sergeants accept their responsibility to contribute to character development within IET. However, they do not believe their preparation and certification is properly designed to help them achieve this goal. They are learning "on the trail" and they recommend that appropriate methods to develop character, within the IMT experience, be taught as part of the Drill Sergeant Certification Standard. For example, they believe the POI must include "instructor training" and introduction to creative and critical thinking with embedded ethical reasoning (Encl, slide 6).

2) The Maneuver Center of Excellence has integrated activity supporting character development within selected units in IET. They are evaluating the benefits of peer reviews and reviewing certification for instructors. Based on findings from their pilot programs, the results could be briefed at a future APLDF as a demonstration of "best practices" for character development in IET.

c. The next topic addressed the focus group discussion with faculty at the USAWC.

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1) Faculty members agreed that the War College should and does contribute to character development. However, they noted that students arrive as proven field-grade leaders whose prior education, training, and experience have already affected the formation of their character. Accordingly, the USAWC curriculum focuses on providing strategic context to the character foundation of their students, preparing them for the potential pitfalls and traps that strategic leaders and advisors encounter. USAWC Faculty pointed out that strategic context also included preparing students to be good stewards of the Profession.

2) All agreed there is no need to add new character focused content to the POI; 11 hours are dedicated to the Profession and Ethics in the Resident Strategic Leadership Course. However, deliberate integration of character development through ethical reasoning in current courses requires that faculty be both informed and prepared to do this.

3) Regarding "certification," several faculty members expressed concern that explicit efforts to develop and certify character may generate bureaucratic procedures. All agreed that there should be no requirement to certify character as a separate activity. Rather, certification should include character as an imbedded criterion within the normal determination that a student has successfully completed the POI.

4) All concurred that "The Army's Framework for Character Development" must reflect the philosophy of Mission Command by identifying what must be done within the ALDS to achieve the intent, not how to do it (Encl, slide 7).

d. The final agenda topic addressed the Army White Paper (DRAFT), "The Army's Framework for Character Development." This document is approved by CG, CAC for Army-wide staffing through the Character Development Project Team and was distributed with a Comment Reconciliation Matrix (CRM) on 1 Feb 2017 (s: 28 Feb 2017). Discussion began with an overview of what the framework is intended to accomplish:

1) It provides a shared Army vision that character is developed as a deliberate, intended component within the Army Leader Development Strategy, in accordance with the Army Ethic.

2) Consistent with the philosophy of mission command, the framework addresses what must be done, not how to do it.

3) It includes recommendations to systematically achieve the vision. In this light, the framework identifies DOTMLPF-P initiatives applying across the Total Force.

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e. Summary of guidance for staffing:

1) At this point, the collective individual comments and recommendations from members of the project team will produce a final draft to be staffed Army-wide in mid-March 2017.

2) Final draft staffing will consider comments representing Army organizations and will result in a signature draft for the CG, TRADOC to be forwarded in April 2017 for approval and publication in mid-June 2017.

5. Next Steps.

a. Receive feedback on the Army White Paper (DRAFT) from individual members of the Army Character Development Project Team using the CRM, with appropriate codes (s: 28 Feb 2017).

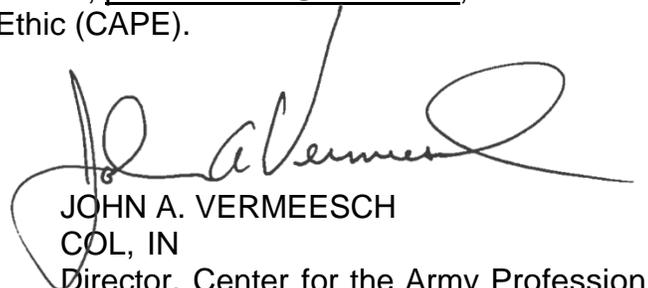
b. Distribute the final draft document for formal review by Army organizations in mid-Mar (s: 14 Apr 2017).

c. Forward signature draft to CG, TRADOC for approval (s: 28 Apr 2017) for publication in mid-Jun 2017.

d. Implement and assess approved recommendations as DOTMLPF-P solutions and initiatives within the APLDF and under the HQDA EXORD, Human Dimension.

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

Encl



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