MEMORANDUM FOR RECORD

SUBJECT: The Army Character Development Project Team, 3rd Meeting (Telecon), 16 June 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. Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 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: the Army White Paper, “Developing the Character of Army Professionals, Forging the Way Ahead”; the “Essential Tasks” from the Mission Analysis; the findings and recommendations from the Junior Leader Army Profession Symposium (JLAPS); and shaping the way ahead to project completion.

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 ALP 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 and Leader Development Forum, along with outreach to appropriate DoD and non-DoD subject-matter experts (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 note that, since the last meeting, 21 January 2016, CAPE conducted the Junior Leader Army Profession Symposium (JLAPS) at Joint Base Lewis/McChord, distributed the signed Army White Paper discussing the Character Development Project, and engaged with CGSC students and USMA cadets whose research papers addressed Character Development. See references 1.c., 1.d., 1.f. and 1.g.

b. Literature Review: This document continues to be revised and updated as additional information is discovered and the project team addresses the Essential Tasks. The Literature Review includes these topics of interest:

(1) Publications on the theory and practice of character development and its relationship with identity, personality, and virtue ethics.

(2) Military publications that include discussion of character or character development.

(3) Previous efforts adopted by the Army since World War II to provide for Character Development.

(4) Procedures adopted by the Army to assess the state of the ethical command climate.

c. Essential Tasks and assignment of responsibilities: For the purpose of this mission, CAPE assumes responsibility as the lead organization for each Essential Task. The organizations designated as assist provide direct support and contribute to gathering
and reporting information. Volunteer SMEs will support through contribution of their expertise, respond to requests for information, and review products. Present alignment of Essential Tasks within CAPE, assisting organizations, and SMEs is:

1. Determine how the relevant literature informs Character Development – an ongoing process. CAPE (Research & Assessment) lead; ARI assist; Tufts University Study Team support.

2. Identify and include those relevant scientific disciplines whose theory and practice address character and character development (e.g., psychology, sociology, pedagogy, philosophy, anthropology, etc). CAPE (Deputy Director) lead; USMA CFE assist; Tufts University Study Team support.

3. Identify and gain consensus for an Army Profession lexicon regarding character and character development. CAPE (Deputy Director) lead; USMA-SCPME assist; Designated SME support.

4. Understand relationships among “character, identity, personality, values, virtues, morals (conscience), etc.” CAPE (Research & Assessment) lead; CAL assist; Tufts University Study Team support.

5. Understand the effects of resilience and social-emotional intelligence as they relate to character and character development. CAPE (Operations) lead; HQDA G-1 ARD assist; Baylor University support.

6. Identify and determine the effects of factors external to the Army on character development (e.g., religion, family, socio-economic status, etc.). CAPE (Operations) lead; HQDA G-1 ARD assist; University of Missouri–St. Louis support.

7. Identify and determine the effects of factors internal to the Army on character development (e.g., esprit de corps, culture of trust, organizational climate). CAPE (Research & Assessment) lead; CAL assist; Retiree Advisory Network (RAN) support.

8. Identify both enablers and obstacles affecting character development within the:

(a) Institutional Army. CAPE (Training & Education) lead; Army University assist; Proponent COE’s, IMCOM, MEDCOM, RAN, Designated SME support

(b) Operational Army. CAPE (Operations) lead; Maneuver Center of Excellence (MCoE) assist; Proponent COEs, IMCOM, MEDCOM, RAN, Designated SME support.

9. Determine what must be done to positively influence character development within the:
(a) Institutional Army (e.g., policies, programs, procedures). CAPE (Training & Education) lead; Army University assist; Proponent COEs, IMCOM, MEDCOM, RAN, SUNY Cortland support.

(b) Operational levels of the Army (e.g., unit training, garrison activities, etc.). CAPE (Operations) lead; MCoE assist; Proponent COEs, IMCOM, MEDCOM, RAN, Designated SME support.

(10) Define the role for senior stewards (leaders) in supporting Character Development. CAPE (Deputy Director) lead; Army War College assist; RAN support.

(11) Determine what activity must take place at the level of the individual within the team (e.g., leadership, coaching, counseling, mentoring, self-development). CAPE (Deputy Director) lead; USMA-SCPME assist; Tufts University Study Team support.

(12) Determine if service learning and community support activities have beneficial effects on character development. CAPE (Research & Assessment) lead; Army Community Service assist; Case Western Reserve University support.

(13) Determine how the Army Ethic drives Character Development. CAPE (Deputy Director) lead; USMA-SCPME assist; Designated SME support.

(14) Identify reliable and valid means of assessing character development at the level of the:

(a) Army Profession. CAPE (Research & Assessment) lead; ARI assist; Tufts University Study Team support.

(b) Institutional Army. CAPE (Research & Assessment) lead; TRADOC (TRAC) assist; RAN support.

(c) Operational Army. CAPE (Research & Assessment) lead; Combat Training Center Directorate assist; RAN support.

(d) Individual within the team. CAPE (Research & Assessment) lead; O/DUSA (RFL) assist; Tufts University Study Team support.

(15) Identify gaps in Army knowledge for future research. CAPE (Deputy Director) lead; USMA-SCPME assist; University of Missouri–St. Louis support.

d. The Junior Leader Army Profession Symposium (JLAPS) Summary: CAPE, in collaboration with I Corps, conducted JLAPS 2016 at Joint Base Lewis/McChord on 13-14 April 2016. The purpose of JLAPS was to solicit the perspective of junior Army leaders regarding character development within leader development, at their level of education, training, and operations. See reference 1.d.
(1) The symposium addressed three themes:

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

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

(c) What must be done at the unit/organizational level to ensure that climate supports character development?

(2) JLAPS Findings. Junior Army Leaders affirmed the importance of character in reinforcing mutual trust in cohesive teams. They believe that character is developed through caring leadership within an ethical command and organization climate, and that senior Army leaders are expected to set the conditions that foster the necessary Army culture of trust.

(3) JLAPS Recommendations.

(a) Encourage accurate reporting – supporting situational understanding and mutual trust.

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

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

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

(e) Establish a “probationary” period for all Soldiers – similar to Army Civilian Corps.

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

(g) Ethical reasoning must be integrated in all decision-making, planning, actions, and AARs.

(h) 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).
(i) 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).

(j) Commanders and organization leaders must establish policies and practices that are consistent with the Army Ethic (failure to do so promotes unethical conduct).

e. Summary of Project Team Discussions.

(1) Some organizations (e.g., MCoE) are well-placed to link current initiatives with new concepts of Character Development and implement them to determine what works and identify best practices. Their initiatives fully support the CD Project and completion of the Essential Tasks.

(2) The Literature Review must include current Army efforts to assess ethical command climate, including Command Climate Survey, Unit MSAF, and the Senior Leader assessment developed by CAL for the Joint Staff.

(3) The effort to strengthen shared identity and develop character must begin with recruiting and continue throughout a career and embrace the ideals of “Soldier for Life.”

(4) JLAPS participants’ observations and recommendations were well-received and regarded as positive and hopeful rather than negative and cynical.

5. Next Steps: CAPE will participate in the Captain Solarium at Ft. Leavenworth in July and lead in the effort to address the Essential Tasks. The next meeting for the Army-wide Project Team will be 15 August 2016.

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

Encl

JOHN A. VERMEESCH
COL, IN
Director, Center for the Army Profession and Ethic
ENCLOSURE: Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 2016)
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- Roll Call / Introduction
- Character Development Project
  - Situation
  - Mission
  - Essential Tasks (CAPE Lead)
  - Timeline
    - Update: Junior Leader Army Profession Symposium (JLAPS)
- Discussion
- Closing
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, *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
ENCLOSURE: Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 2016)

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 6-9), 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.

SOLUTION
Under authority of HQDA EXORD 085-16 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, 10 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):
- Army White Paper on Character Development (April)
- Junior Leader Army Profession Seminar (April)
- CPT Solarium (July)
- Selected Focus Groups (e.g., CGSC, AMSC, AWC) (August-September)
- Cohort Engagement (e.g., NCO 2020, WO 2025) (On-going)
- Drill Sergeant School (TBD)
- Recruiting Command (TBD)
- Army University (Instructor Certification)
- Army Profession Forum (December)
- Unified Quest (December)
- JLAPS (April)
- CGSC (April)
- Mission Complete (June)
**Enclosure:** Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 2016)

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**Essential Task List**

<table>
<thead>
<tr>
<th>No.</th>
<th>Task</th>
<th>Lead/CPE</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></td>
<td>Tufts U.</td>
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<tr>
<td>2</td>
<td>Identify and include these relevant scientific disciplines whose theory and practice address character and character development (e.g., psychology, sociology, pedagogy, philosophy, anthropology, etc.)</td>
<td>Op DIR</td>
<td>USMA SCE</td>
<td>Tufts U.</td>
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<tr>
<td>3</td>
<td>Understand the effects of resilience and social-emotional intelligence as they relate to character and character development</td>
<td>Ops; DIR</td>
<td>USMA SCMP; MFM</td>
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<tr>
<td>4</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>Ops; HOD; G1; ARD</td>
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<td>5</td>
<td>Identify and determine the effects of factors internal to the Army on character development (e.g., esp. development, culture of trust, organizational climate)</td>
<td>R&amp;A</td>
<td>CAL</td>
<td>RAN</td>
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<td>6</td>
<td>Identify both enablers and obstacles affecting character development within the:</td>
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| 7   | 9A Institutional Army                                               | T&SE     | AU     | CoE, USACOM, MDA, MDAH, SCMP, MCM 
| 8   | 9B Operational Army                                                | Ops; MCOE | CoE, USACOM, MDA, MDAH, SCMP, MCM |

**Updated 22 June 2016--Changes to Lead, Assist, and Support/SME organizations**
ENCLOSURE: Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 2016)

**CAPE POCs for Activities**

<table>
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<tr>
<th>CAPE POC</th>
<th>Organizations</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Mr. Glenn Goldman</td>
<td>ASMC, ASA (M&amp;R), AWC, CCS, USACC, USMA</td>
<td>USMA Project Day</td>
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<tr>
<td>Mr. Brian DeCoster</td>
<td>AU, AWG, SHARP Acad</td>
<td>NIMS, MRT</td>
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<td>CH (LT) Dissmore</td>
<td>CGSC, OCCH, OTIG, OTJAG, OTS &amp; C</td>
<td>JUAPS, CPT Solarium, USA Convention, APF, UQ, APLDF, HD, AWFC 10, RAN</td>
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<td>MAJ Shawn Dalton</td>
<td>ARNG, AUSA, HQDA G1 (ARD), FORSCOM, MCoE, RTB, Sophe, SWC, USAR</td>
<td>JUAPS, CPT Solarium, USA Convention, APF, UQ, APLDF, HD, AWFC 10, RAN</td>
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<td>C/N4 Michael Grinner</td>
<td>WOC</td>
<td>WOC2025</td>
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<td>SGM David Stewart</td>
<td>IMT, INCPD, USAREC</td>
<td>NCO2020</td>
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<tr>
<td>Mr. Patrick Toffer (CT)</td>
<td>ARI, ACS, CAL, CTCD, O/DUSA (RFL), TRADCC (TRAC), SMEs</td>
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Updated 22 June 2016 - Changes to Lead, Assist, and Support/SME organizations
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### Planning Calendar

<table>
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<tr>
<th>FY 16</th>
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<tr>
<td><strong>3rd QTR</strong></td>
<td><strong>4th QTR</strong></td>
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<td>Apr</td>
<td>May</td>
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<td>(1) JLAPS</td>
<td>(3-24) DCOS Course</td>
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<td>(21) HD CoC 16-3d</td>
<td>(16) APLDF 16-4 CoC</td>
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<td>-LAPS</td>
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### Key Tasks

- JLAPS
- Achieve consensus/ support
- Data Analysis / Research
- Product Production
- JLAPS Findings
- Publish

### Product Outputs

- WO Summit MFR
- Draft White Paper
- Final Draft

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ENCLOSURE: Meeting Slides, Character Development Project Team Telecon, 16 Jun 2016. (as updated 22 Jun 2016)
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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?
**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.

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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 CD Meeting

**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