MEMORANDUM THRU

Director, Mission Command Center of Excellence, 807 Harrison Drive, Fort Leavenworth, KS 66027-2308

FOR Commanding General, U.S. Army Combined Arms Center, 415 Sherman Avenue, Fort Leavenworth, KS 66027-2300

SUBJECT: Program Directive (PD) for revision and update of Army Doctrine Reference Publication 1 (ADRP 1), The Army Profession, (June 2015) to be republished as Army Doctrine Publication 1-1 (ADP 1-1), The Army Profession

1. REFERENCES: See enclosure 1.

2. PURPOSE: To revise and rename ADRP 1, The Army Profession as ADP 1-1, The Army Profession, and include a new chapter addressing The Army’s Framework for Character Development (28 August 2017).

3. JUSTIFICATION:

   a. On 28 August 2017 CG, CAC approved the Army White Paper, The Army’s Framework for Character Development (AWP-AFCD). Planning for implementation and assessment of the AFCD was completed as FY18 Army Priority List (APL) #2P, I-14-007. Continuing implementation and assessment of the AFCD will be integrated within the FY19 Army Campaign Plan (ACP), in support of Line of Effort: “Living the Army Values.”

   b. At APLDF 18-4, CG, CAC approved the intent to incorporate the AFCD within doctrine to facilitate implementation across the Total Army. This intent is also documented in CG, CAC FY 19 Command Guidance. Integration of the AFCD within Army Profession doctrine is consistent with FY19 APL #1P, 1-14-007, Implement and Assess the AFCD.

   c. Inclusion of the AFCD within doctrine will facilitate teaching Army leaders, at all levels, what they must do to provide for character development, in concert with development of competence and commitment, within all aspects of education, training, and experience.
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5. Annual Development Priority: Revision of Army Profession doctrine to include The Army’s Framework for Character Development is necessary to achieve the intent of FY19 APL #1P, 1-14-007 and the objectives of the FY19 ACP.

6. Scope:

   a. This revision reintroduces The Army’s Framework for Character Development into the doctrine of the Army Profession. (see figure 1-1, below)

   **Figure 1-1, The Army’s Framework for Character Development**

   **End State:** The Army Leader Development Strategy is implemented in accordance with the Army Ethic, providing the Nation an Army of trusted professionals of character, competence, and commitment who are inspired to honorably fulfill their Oaths of Service.

   The ALDS and the Army Ethic apply to the Army as an institution, guide Army organizations, and support the development of Trusted Army Professionals. Leader responsibilities include reinforcing an Army Culture of Trust, creating and sustaining Professional Organizational Climates, and adopting and strengthening our shared identity as Trusted Army Professionals. The responsibilities at each level of leadership are mutually supporting and interdependent. Leaders at all levels influence and are influenced by the Army culture, their organization, and living our shared identity. All Army leaders must acknowledge and accept their inherent responsibility to develop character within themselves and others.
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b. The updated publication will adjust the Army Profession logic map; clarify the relationship of Army Values within the Army Ethic; discuss the nature of the Army *Culture of Trust, Professional Organizational Climates*, the identity of *Trusted Army Professionals*; and address the meaning and intent of Army professional certification.

7. TARGET AUDIENCE: Doctrine on the Army Profession applies to all Soldiers and Army Civilians. Army leaders at all levels will apply doctrinal principles of the Army Profession in all aspects of training, education, and operations. Army Profession doctrine includes all components, the Army Civilian Corps, and all cohorts, across the Total Army.

8. STAFFING PLAN: Staffing will include an Author’s, Initial, and Final DRAFTs. Early copyright releases will be secured IAW AR 27-60 and DA Pam 25-40. The Signature/Final Approved DRAFT (FAD) as a final electronic file (FEF) will be transmitted for publication, as outlined in TRADOC Regulation (TR) 25-36. See Milestones, Proposed Outline, and PD Coordination List (enclosures 2, 3, and 4, respectively).

9. APPROVAL AUTHORITY, PROPOSED/PREPARING AGENCY INFORMATION: The approval authority for this publication is the Commanding General, U.S. Army Combined Arms Center.

10. POTENTIALLY IMPACTED PUBLICATIONS: Under its AR 5-22 proponent responsibilities for the Army Profession, Army Ethic, and Character Development, CAPE routinely contributes to updates to Army policy and doctrine. The impact of this action on other Army publications will be addressed within the normal, ongoing review process.

11. RECOMMENDED DISTRIBUTION: Electronic publications via Army Publications Directorate and Central Army Registry. Hardcopies of the revised publication will be necessary to support promulgation of the revised publication to Joint, Allied, and other Army organizations and individuals not having access to official electronic media.

12. OTHER RELEVANT INFORMATION: None.
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13. Point of contact for this manual is Mr. Michael P. Chenevert, Center for the Army Profession and Ethic (CAPE), (845) 938-1057, michael.p.chenevert.civ@mail.mil

4 Encls
1. References
2. Milestones
3. Proposed Outline
4. PD Coordination List

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ATZL-MCE

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Enclosure 1 to Program Directive (PD) for ADP 1-1, References

AR 5-22
The Army Force Modernization Proponent System

AR 25-30
Army Publishing Program

AR 27-60
Intellectual Property

AR 350-1
Army Training and Leader Development

AR 600-20
Army Command Policy

AR 600-100
Army Profession and Leadership Policy

DA Pam 25-40
Army Publishing Program Procedures

DA Pam 350-58
Army Leader Development Program

ADP 1
The Army

ADRP 1
The Army Profession

TR 25-30
Preparation, Production, and Processing of Armywide Doctrinal and Training Literature

TR 25-36
The TRADOC Doctrine Publication Program

Army White Paper-The Army’s Framework for Character Development (AWP-AFCD)

FY19 Army Campaign Plan (ACP)

FY19 Combined Arms Center/Mission Command Center of Excellence (CAC/MCCoE) Guidance
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**Enclosure 2 to Program Directive (PD) for ADP 1-1, Milestones**

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Enclosure 3 to Program Directive (PD) for ADP 1-1, Proposed Outline

PREFACE

INTRODUCTION

Chapter 1 THE UNITED STATES ARMY PROFESSION

Chapter 2 THE ARMY ETHIC

Chapter 3 TRUST—THE BEDROCK OF OUR PROFESSION

Chapter 4 HONORABLE SERVICE—TO SUPPORT AND DEFEND THE CONSTITUTION

Chapter 5 MILITARY EXPERTISE—THE ETHICAL APPLICATION OF LANDPOWER

Chapter 6 STEWARDSHIP OF THE ARMY PROFESSION

Chapter 7 ESPRIT DE CORPS—*WINNING SPIRIT*

Chapter 8 CHARACTER DEVELOPMENT

Appendix A: ARMY CULTURE, PROFESSIONAL CLIMATE, THE ARMY ETHIC & MISSION COMMAND

Appendix B: OATHS, CREEDS, STANDARDS OF CONDUCT

Appendix C: SOURCE NOTES, GLOSSARY, REFERENCES
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Enclosure 4 to Program Directive (PD) for ADP 1-1, Coordination List

SecArmy
UnderSecArmy
CSA
ASA (M&RA)
HQDA DUSA
HQDA DCS G-1
HQDA DCS G-3/5/7
OTSG
OTIG
OCCH
OTJAG
ODARNG
OCAR
FORSOCOM
USARMPAC
USAREUR
USARAF
USARSOUTH
USARNORTH
USARCENT
USASOC
AMC
INSCOM
USACE
IMCOM
USMA
USAWC
TRADOC
ARCIC
CAC
MCCoE
AU
CAC-T
AVN CoE
CYBER CoE
FCoE
USAICoE
MCoE
MSCoE
CASCOM/SCoE - ALU
CIMT
USACC
USAEC