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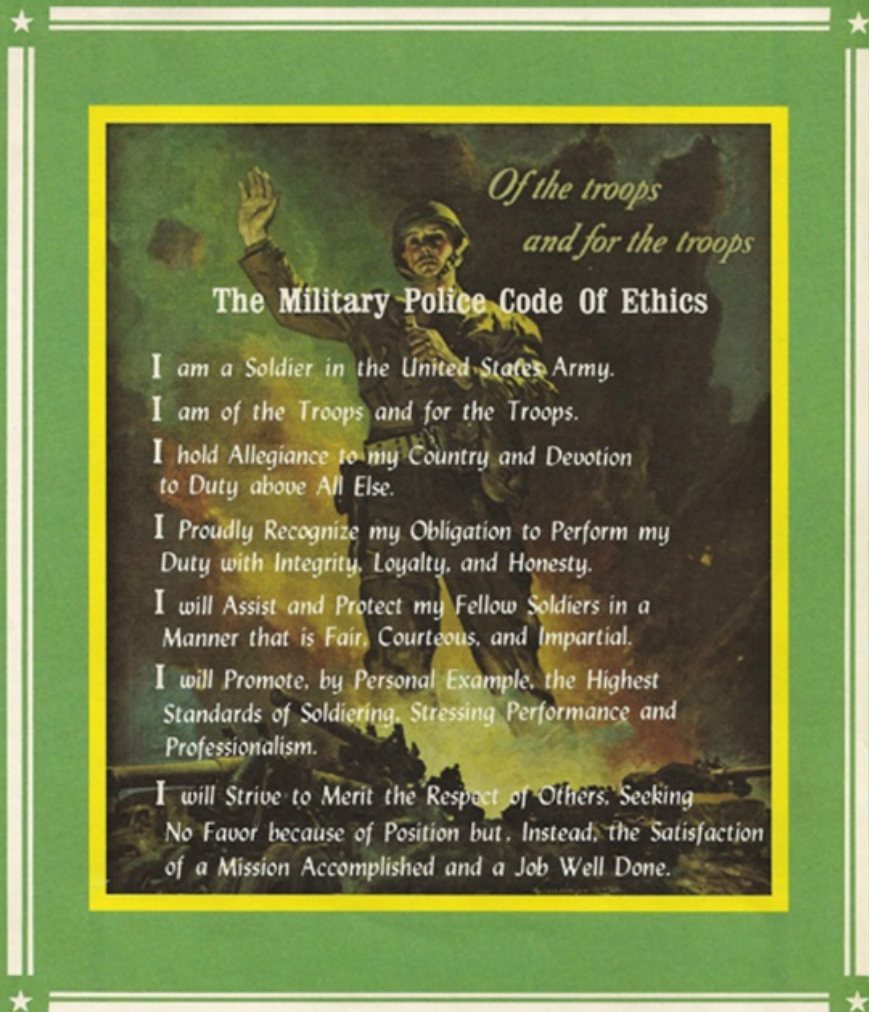
The United States Army Military Police School (USAMPS)



Character Development Framework

Pilot Implementation Research Project

OVERVIEW





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To educate a man in mind and not in morals is to educate a menace to society...

Bodily vigor is good, and vigor of intellect is even better, but far above both is character...in the long run, in the great battle of life, no brilliancy of intellect, no perfection of bodily development, will count when weighed in the balance against that assemblage of virtues, active and passive, of moral qualities, which we group together under the name of character...

Character is shown in peace no less than in war. As the greatest fertility of invention, the greatest perfection of armament, will not make soldiers out of cowards, so no mental training and no bodily vigor will make a nation great if it lacks the fundamental principles of honesty and moral cleanliness....

Alike for the nation and the individual, the one indispensable requisite is character—character that does and dares as well as endures, character that is active in the performance of virtue no less than firm in the refusal to do aught that is vicious or degraded.

Theodore Roosevelt

26th President of the United States

(1858 - 1919)



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Character Mission Within USAMPS LOE 1



Mission:

The United States Army Military Police School Trains, Educates, and Develops Military Police Civilians, Soldiers, and Leaders; executes proponent functions; integrates DOTMLPF-P solutions that provide Military Police capabilities enabling maneuver forces across the range of military operations

Vision:

Produce police professionals and organizations equipped with the **SKILLS** and **TOOLS** to meet the needs of the Army today and the emerging future threats

LOE 1: Train and educate Military Police professionals

1.1
Institution capable of
meeting today's needs.

1.2
Resourcing
appropriately across
DOTMLPF.

1.3
Validating our efforts.

USAMPS CHARACTER DEVELOPMENT MISSION

Integrate Character Development within Leader Development to strengthen our shared identity as trusted Military Law Enforcement Professionals by training agile and adaptive leaders of character who can: 1) develop character in others, 2) exemplify and uphold the Army Ethic in ambiguous situations, and 3) persevere with integrity through the moral and psychological stresses of our profession.



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KEY COMPONENTS



- a. Nested completely within CAPE Framework for Character Development, ADRP 1, ADRP 6-22, and The Human Dimension Concept. Grounded in empirical research, implementing the latest best practices from the fields of character education, moral psychology, neuro psychology, and moral philosophy, yet is written and organized using typical Army organization structures (LOEs) and student-level appropriate language.
- b. Targets the improvement of functional internal skills that contribute to the formation of specific habitual moral behaviors so that character development is genuinely facilitated not merely expected.
- c. Targets behaviors indicated within Army literature as essential for success in the mission command concept and for the ethical application of lethal force in peer to peer large scale conflict and the complexities of urban operations.
- d. Enables the creation of a career-span scope and sequence for training. It is made to start easier (E1) and go deeper (GO). Hence, it is not like a one-level workshop or dependent upon any particular person to facilitate. It is a trainable curriculum at every career level.
- e. Uses a multi-tiered approach for assessment, combining the strengths of current widely accepted tools for assessing the results of moral development interventions (this is a gap in the existing literature that has been identified and to which USAMPS will contribute not only to the Army but to the academy at large).
- f. Integrates character development and ethical reasoning intentionally throughout the course-flow without increasing existing POI. SGLs are trained to identify teaching moments and to use the USAMPS character framework model within their present courses, so that character and ethics are experienced as a part of the "mindset" of law-enforcement professionals, and not as an add-on requirement. This instructional integration occurs both in class and in the field problems.
- g. Includes an intentional training opportunity for the formation of self-reflection and peer support skills through the utilization of a Practice Workbook throughout the course and regular meetings of Honor Teams that discuss ethical issues and provide feedback to teammates' progress. Hence actually laying a foundation for self-development and professional peer support relationships from the very beginning of their professional experience.



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CRITICAL NEED FOR PROFESSIONALS OF CHARACTER



“Character defines a person. The moral component of the human dimension is rooted in character, **and from character comes behavior.** Military character and a professional ethic form the bond of trust between the Army and the Nation...”

TRADOC PAM 525-3-7.3-1, 3-3 (2014)

“The cost of failing to establish and maintain an Army founded in strong moral ethical values, aligned with those of the nation, is so unacceptable that this chapter rises to near primacy in the conveying the importance of studying the human dimension...”

TRADOC Pam 525-3-7.3-5, The United States Army Concept For The Human Dimension. Department of the Army, 2014.



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What is Character?



Definition of Character: A person's predictable, reliable moral habits

WHO WE ARE: Army Profession doctrine recognizes the intrinsic definition of character as our “true nature including identity, sense of purpose, values, virtues, morals, and conscience.” (ADRP 1).

WHAT WE DO: In an operational context character is further defined as “an Army professional’s dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions” (ADRP 1).



Character Development Framework

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WHAT CHARACTER IS

Intrinsically – One's true nature, including identity, sense of purpose, values, virtues, morals, and conscience. (ADRP 1)

WHAT CHARACTER DOES

Operationally – An Army professional's dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions. (ADRP 1)



WHAT CHARACTER NEEDS



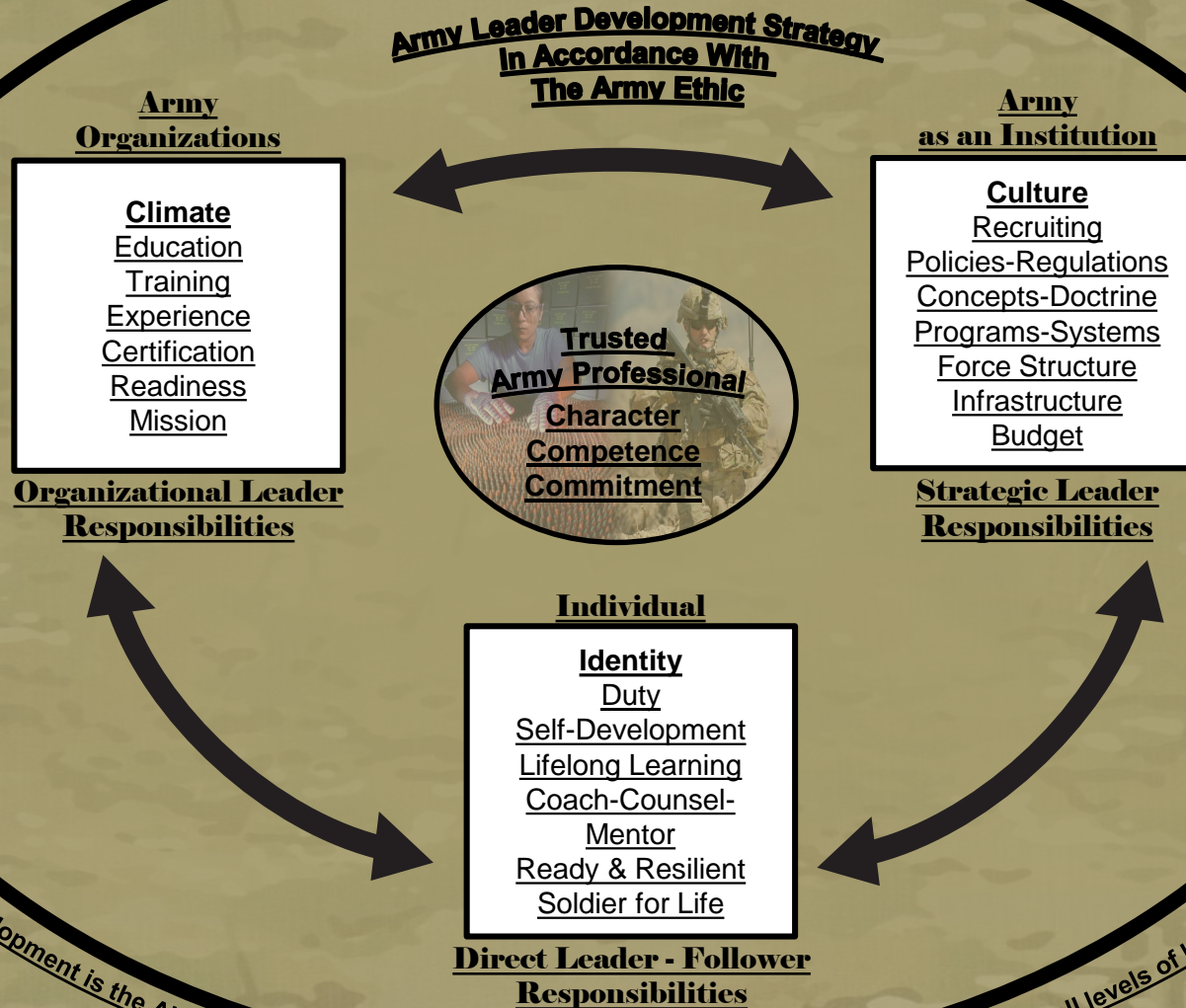
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Character Development Framework



WHAT CHARACTER NEEDS



*The Army's Framework for Character Development is the ALDS, implemented in accordance with the Army Ethic and synchronized at all levels of leadership: direct, organizational, and strategic.



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USAMPS Character Development Framework



WHAT
CHARACTER
IS

HOW CHARACTER WORKS



WHAT
CHARACTER
DOES

Intrinsically – One's true nature, including identity, sense of purpose, values, virtues, morals, and conscience. (ADRP 1)

Operationally – An Army professional's dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions. (ADRP 1)

“Inculcation of values and virtues involves more than training or education to establish cognitive understanding...In the complex, dynamic, ambiguous, and lethal environment of the future...there is often insufficient time to apply rules self-consciously, or calculate the consequences of wrongdoing. Therefore, soldierly conduct must involve the practice of values and virtues until doing the right thing becomes habitual virtuous conduct that takes on the qualities of duty.” TRADOC Pam 525-3-7.3-3, *The United States Army Concept For The Human Dimension*. Department of the Army, 2014.

Forming predictable, reliable, desirable moral habits



WHAT CHARACTER NEEDS

MILITARY EXPERTISE



OUR ETHICAL APPLICATION
OF LANDPOWER

HONORABLE SERVICE



OUR NOBLE CALLING TO
SERVICE AND SACRIFICE

TRUST



THE BEDROCK
OF OUR
PROFESSION

ESPRIT DE CORPS



OUR WINNING
SPIRIT

STEWARDSHIP OF THE PROFESSION



OUR LONG-TERM
RESPONSIBILITY

Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families and the Army
Trust between the Army and the American People

Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage

Ethical Foundation: Legal and Moral

The ARMY VALUES are our institutional virtues derived from our National Heritage and Military Tradition.

- They are not optional.
- They define us as professionals.
- They help us achieve optimized performance.
- They earn trust.

They must become the moral habits (VIRTUES) that form our character.

USAMPS Character Development Concept

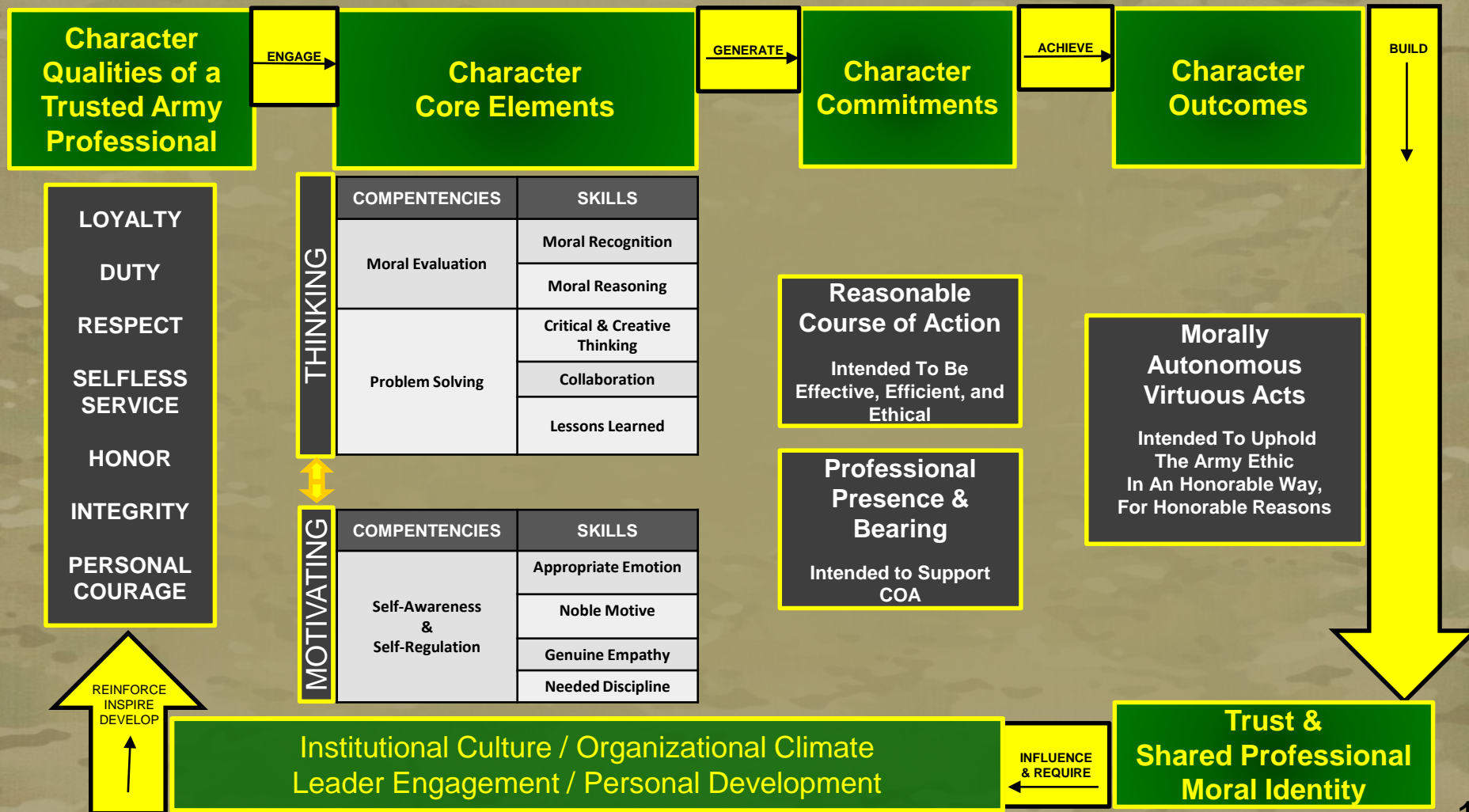


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HOW CHARACTER WORKS





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USAMPS Character Development Framework



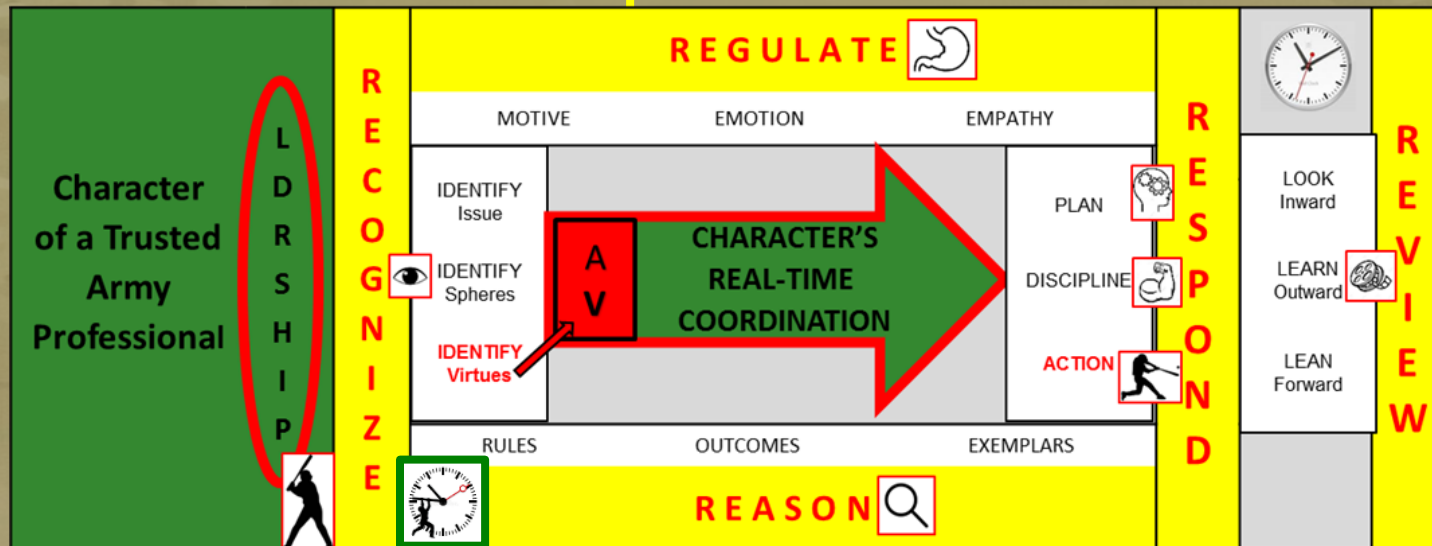
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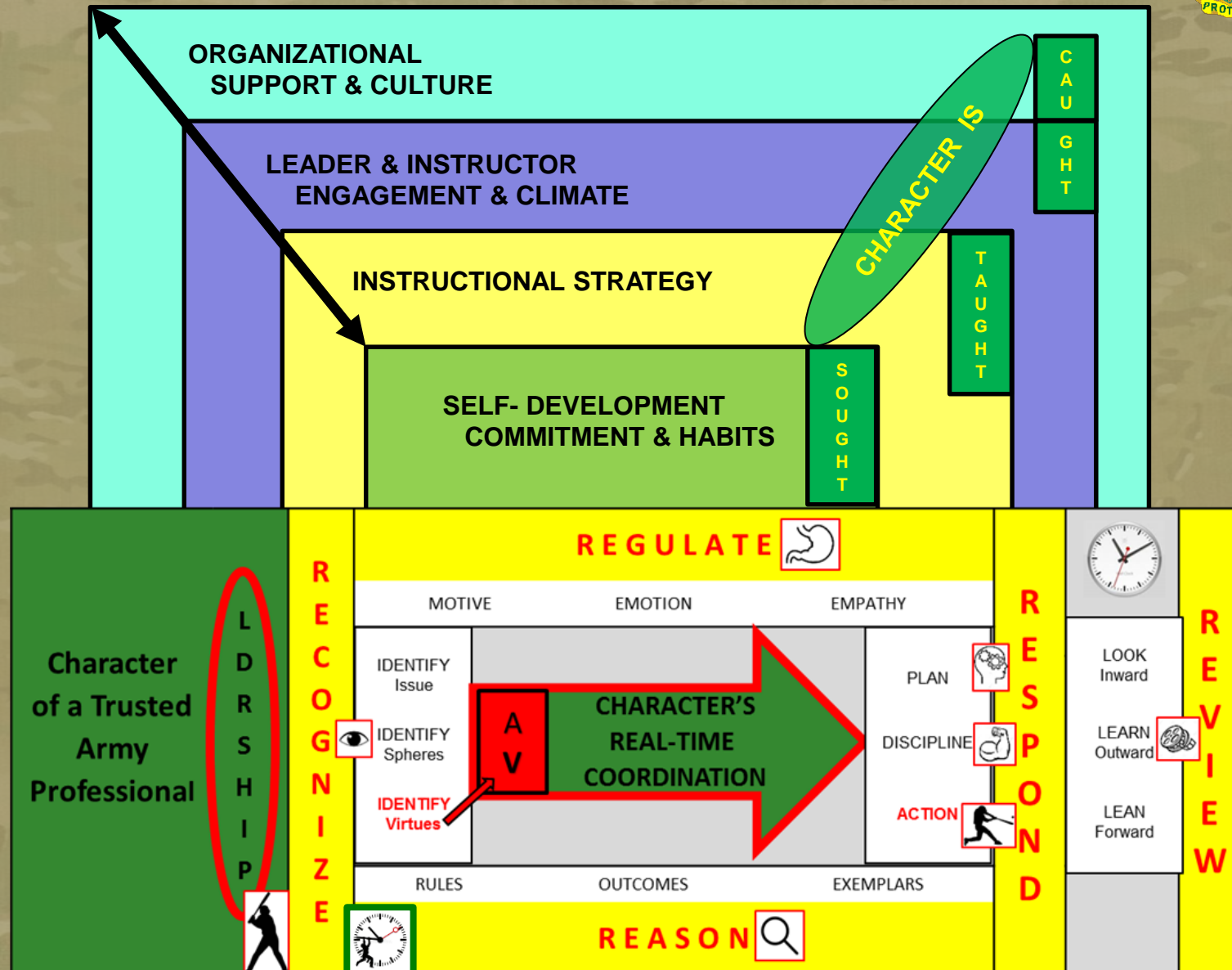
WHAT CHARACTER NEEDS



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Character Development Model





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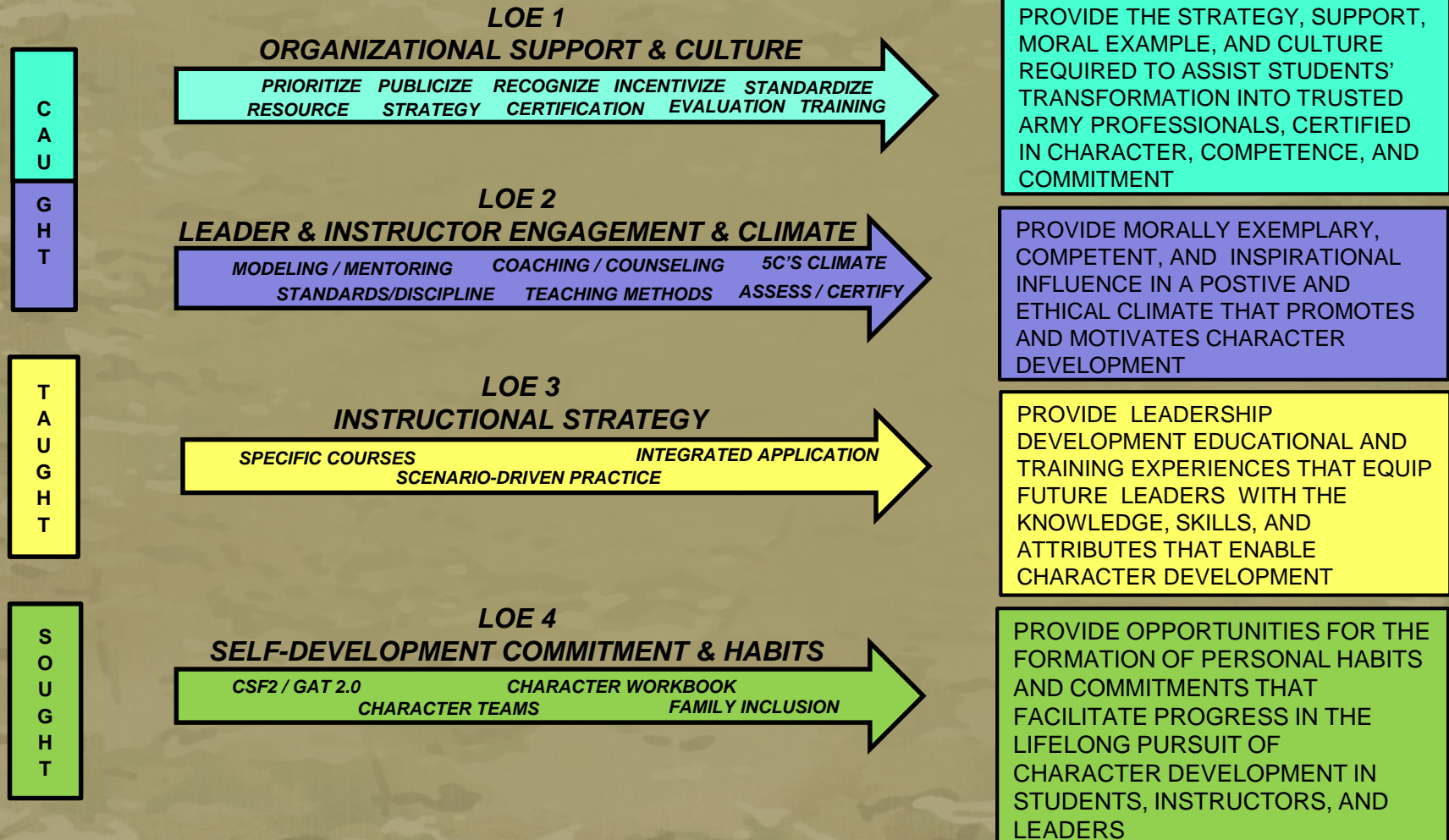
Character Development Lines of Effort



CHARACTER IS

LINES OF EFFORT

GOALS



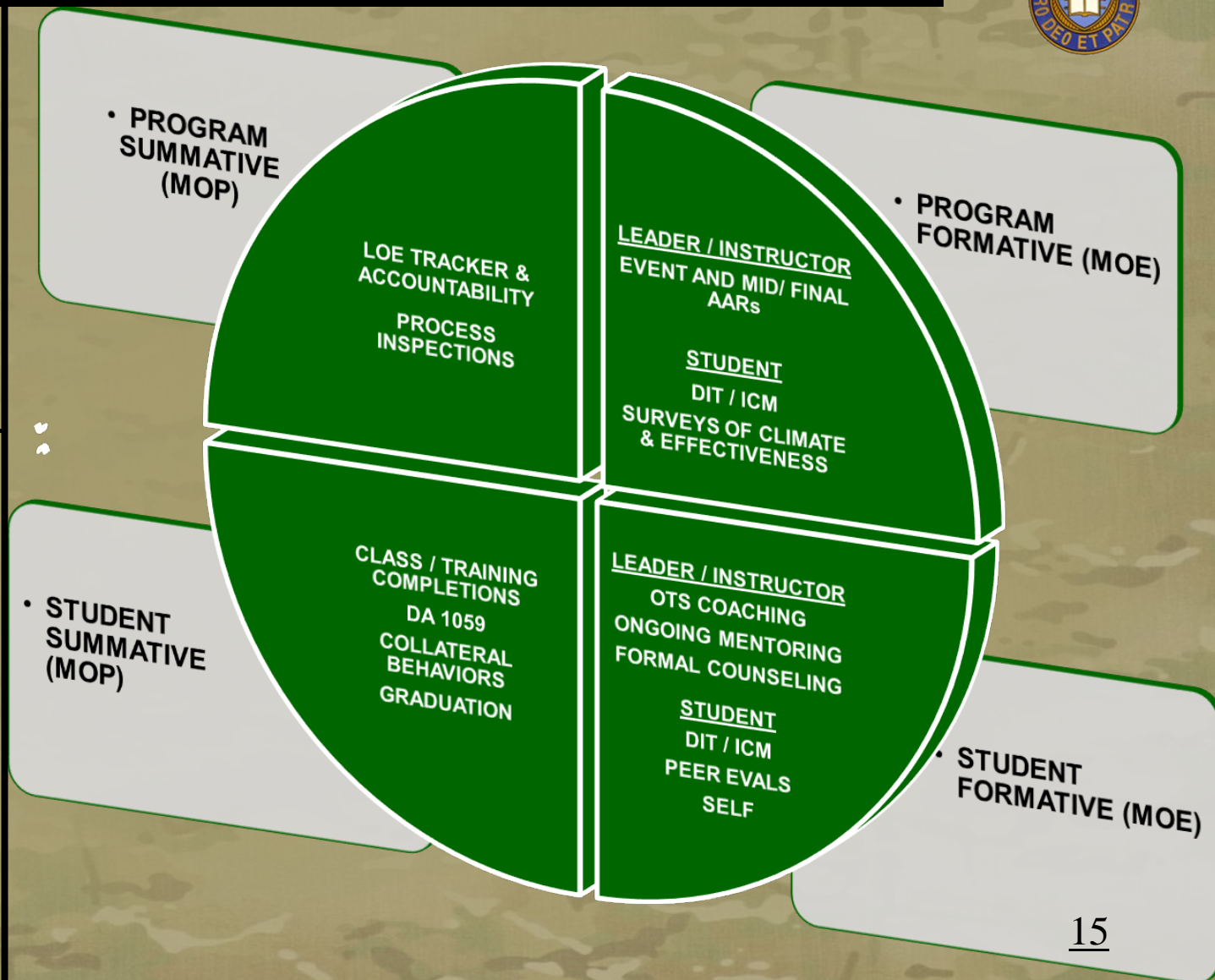


Phased LOE Implementation & Multi-Dimensional Assessment Strategy



Research Methods

- 1) Incremental Phased Implementation To Measure Individual LOE Strategy Effects
- 2) Pre-, Mid-, and Post-Course Assessments to Track Progress
- 3) Assessments Include Self-reporting, Industry Standard Surveys, Observational Assessment, Interviews, and Procedure Implementation Checks





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MPBOLC: LOE 3 Instructional Strategy



GOAL: PROVIDE LEADERSHIP DEVELOPMENT EDUCATIONAL AND TRAINING EXPERIENCES THAT EQUIP FUTURE LEADERS WITH THE KNOWLEDGE, SKILLS, AND ATTRIBUTES THAT ENABLE CHARACTER DEVELOPMENT

OBJECTIVE 3: Develop and execute a strategy to engage students in character focused moral reasoning practical exercises and scenarios throughout the course.

DESIRED OUTCOME: Graduates demonstrate ability to apply character based moral reasoning skills in the context of training.

<u>Methods</u>	<u>Measures</u>
1. Implement integrated character focused moral reasoning reinforcement and application in appropriate classroom-based courses.	1. Execute strategy 2. Instructor on the spot evaluation 3. Reinforce concepts as needed
2. Implement character focused moral reasoning scenario exercises in classroom instruction and field training.	1. Execute strategy 2. Instructor on the spot evaluation 3. Student AAR as applicable 4. Reinforce / retrain concepts as needed
3. Implement specific character focused moral reasoning challenges during field training exercises	1. Execute strategy 2. Instructor on the spot evaluation 3. Student AAR as applicable 4. Reinforce / retrain concepts as needed



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LOE 3 IMPLEMENTATION SAMPLE

INSTRUCTION INTEGRATION AND ASSESSMENTS



In-process	COMMON CORE I, II & CRIT COMP					TACOPS & MP DISCIPLINES			LAW	DoDI - LE					OUT- PROCESSING	
Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17
Pre-Course Surveys Intro to Character	Warrior Ethics / Suicide Cult. Consd Prfrm in OE	Chap Chat	Prop Acct. Dev Plt. Trn Pln. Co Lvl Unit Rd Cnslng and eval	Chap Chat	Dtn Ops Supv Crctn Fac	Cndct Att by Plat HNF	Chap Chat Mid-course survey	FTX Chap Field Service	LAW Chap Chat	M9 ACHS TASER OC Police Ethcis Dev IP Skills Detrmn Level of Force	600-20 Memo	Trans Offender Riot Control	Neut Act Shooter	LEX FALET House	ROP & Banquet EOC Surveys	Grad

ASSESSMENT LAYOUT

LOE Tracker																
Inspections																
DIT/ICM*															DIT/ICM*	
Leader AARs							Midcourse AAR								EOC AAR	
							Student Surveys								Student Surveys	
Class Completion															DA 1059	Grad
Collateral Behaviors																
DIT/ICM*															DIT/ICM*	
Coaching / Counseling							Midcourse Counseling								EOC Counseling	
Peer Assessment							Peer Evaluations								Peer Evaluations	



MPBOLC Honor Team

The Path of Honor to the Rite of Passage



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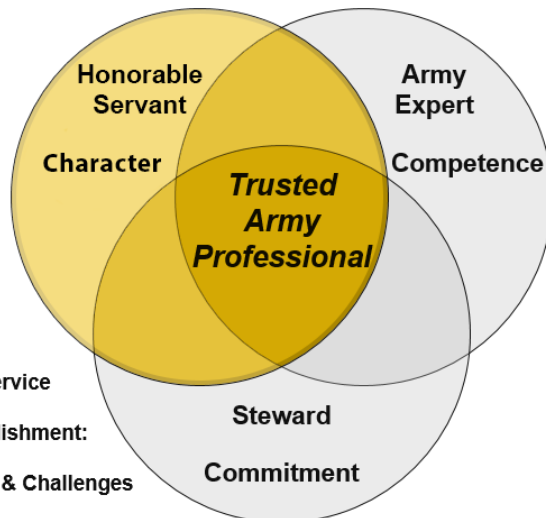
LOE 4 - STUDENT-LED
PERSONAL COMMITMENT & HABITS

CSF2 / GAT 2.0 CHARACTER WORKBOOK
CHARACTER TEAMS

PROVIDE OPPORTUNITIES FOR THE
FORMATION OF PERSONAL HABITS
AND COMMITMENTS THAT
FACILITATE PROGRESS IN THE
LIFELONG PURSUIT OF CHARACTER
DEVELOPMENT IN STUDENTS,
INSTRUCTORS, AND LEADERS

Trust: Essential for Mission Command

Mission Command
- Trusted Army Professionals -



Dedication to the
Army Ethic:
Demonstrated in
Decisions & Actions

Honorable Service
&
Mission Accomplishment:
Despite
Adversity, Obstacles, & Challenges

Performance of Duty:
with Discipline &
to Standard

MPBOLC

Rite of Passage

Improve
Professional Competence

Passion For
Expert Performance Of Duty

Honor

Honor

Advance
Honorable Character

Passion For
Ethical Service To Nation

Team

Win

Increase
Mission Commitment

Passion For
Effective Stewardship Of Trust

Live by & Uphold the Army Ethic



MPBOLC Honor Team

The Path of Honor to the Rite of Passage



Character Skills: Peer & Personal Practice Plan

Honor Team Practice / Scrimmages (LOE 3)
– Class / PE / LEX / FTX

Honor Groups Lane Training (LOE 4)
-- Student-Led Skills Training Stations

Individual Honor “HERO” Workouts (LOE 4)
-- Personal Training Routine for Building Strength, Endurance, and Agility of Character

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**LOE 4 - STUDENT-LED
PERSONAL COMMITMENT & HABITS**

**CSF2 / GAT 2.0 CHARACTER WORKBOOK
CHARACTER TEAMS**

**PROVIDE OPPORTUNITIES FOR THE
FORMATION OF PERSONAL HABITS
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FACILITATE PROGRESS IN THE
LIFELONG PURSUIT OF CHARACTER
DEVELOPMENT IN STUDENTS,
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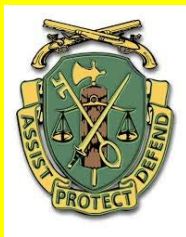
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SGL 3-Day T3 Course



- 1) Provides SGLs With The Professional Knowledge Background To Lead Student Character Development Process With Awareness And Intentionality
- 2) Trains SGLs in Skills of Teaching, Coaching, and Counseling Required to Integrate & Implement Character Training Model
- 3) Offers SGLs Personal Challenges and Proven Techniques for Pursuing Personal Character Growth, Understanding and Leveraging The Influence Of Exemplar Status, and Providing a Positive and Ethical Learning Environment
- 4) End State Is To Identify Best Practices Through Post-Research SGL Interviews To Share With CAPE



LIVE A Flourishing Life LEAD An Excellent Team LEAVE An Honorable Legacy



Wherever I go, there I am.

WHO I AM influences WHAT I DO.

WHAT I DO influences WHO I BECOME.

I CHOOSE who I BECOME by CHOOSING what I DO.

I set the example and the conditions to inspire, teach, and support character development.

MORAL IDENTITY



CHARACTER CONTROL POINT



Common Respect
Care
Communication
Cohesion and Morale
Character and Competence

