



DEPARTMENT OF THE ARMY  
CENTER FOR THE ARMY PROFESSION AND ETHIC  
BUILDING 621, WILSON ROAD  
WEST POINT, NEW YORK 10996

REPLY TO  
ATTENTION OF

S: 30 September 2018

ATZL-MCE

27 August 2018

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 66027-2500

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, I-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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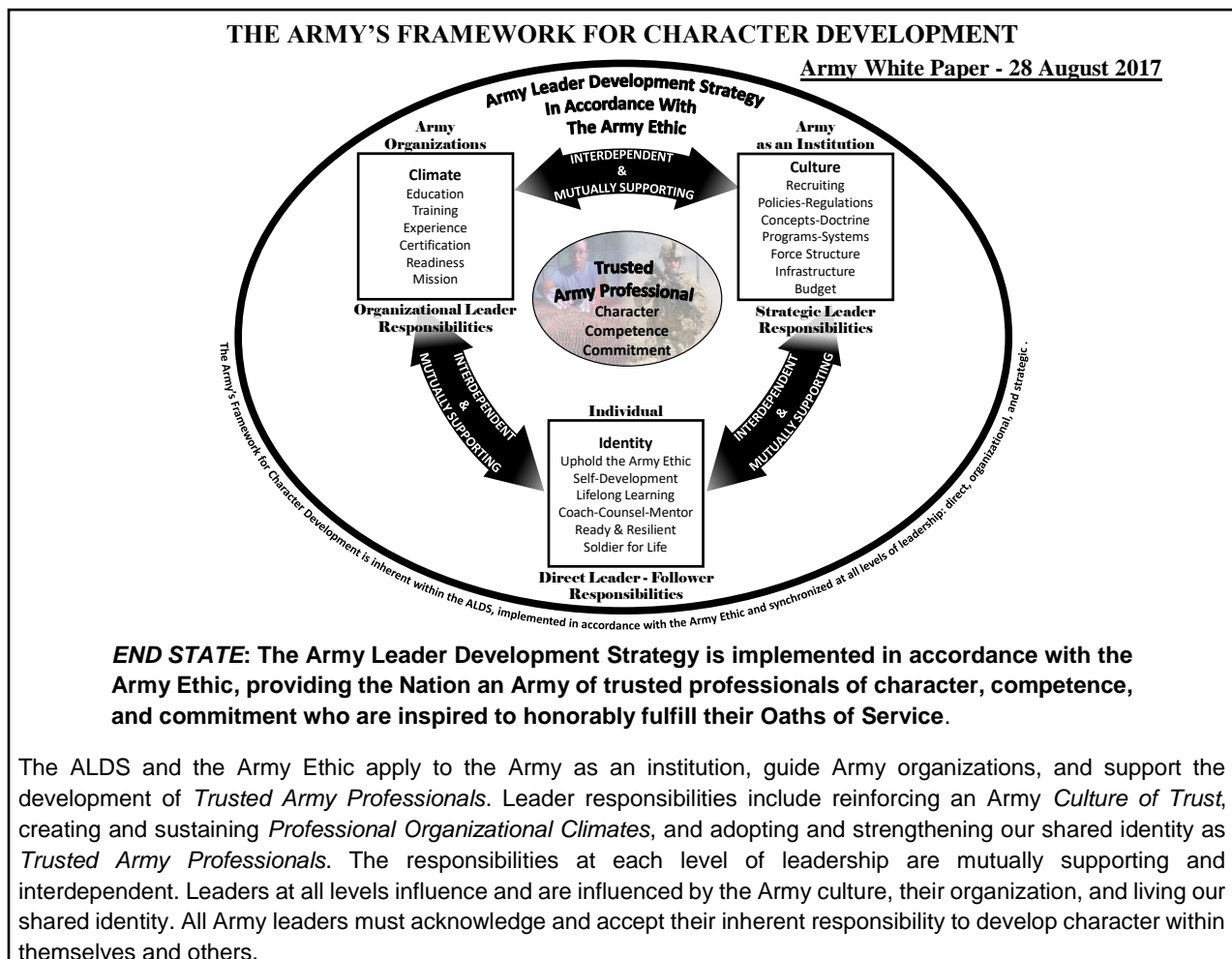
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4. SUPPORTING DOCUMENTS: Army White Paper-The Army's Framework for Character Development (AWP-AFCD), FY19 Army Campaign Plan (ACP), FY19 Army Priority List (APL), FY19 Combined Arms Center/Mission Command Center of Excellence (CAC/MCCoE) Guidance.

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**

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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, PROPONENT/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](mailto:michael.p.chenevert.civ@mail.mil)

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

GEOFFREY A. CATLETT  
Colonel, AR  
Director, Center for the Army Profession  
and Ethic

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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**

<b>Projected Schedule – ADP1-1</b>	<b>MILESTONES</b>
Program Directive Approved	15 Oct 2018
Author's DRAFT, Army-wide Staffing	3 – 14 Dec 2018
Author's DRAFT Adjudication	17 Dec 2018 – 11 Jan 2019
Initial DRAFT, Army-wide Staffing	14 Jan – 22 Feb 2019
Initial DRAFT Adjudication	25 Feb – 15 Mar 2019
Final DRAFT, Army-wide Staffing	18 Mar – 30 Apr 2019
Final DRAFT Adjudication	1 – 14 May 2019
Signature DRAFT e-Form 5 Staffing to CAC	20 May 2019
Final Approved DRAFT (FAD)	1 Jun 2019
FAD/FEF to Army Publishing Directorate	1 Jul 2019
Publication	1 Aug 2019

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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  
FORSCOM  
USARPAC  
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  
USAREC