INFORMATION PAPER

18 Jan 2015

SUBJECT: Army Warfighting Challenges

1. **Purpose.** Describe essential information on the Army Warfighting Challenge (AWFC) methodology framework.

2. **Overview.** ARCIC uses the AWFC methodology framework as the organizing construct to lead future force development and integration efforts, as organized in the overall concepts-to-capabilities process. AWFCs are enduring first-order problems, the solutions to which improve the combat effectiveness of the current and future force. This structure integrates near-, mid-, and far-term modernization efforts for the Army. Properly implemented, the AWFC framework sustains collaboration across the community of practice (CoP) by providing the foundational analytical for Army concept and capability development.

3. **Roles and responsibilities.**

   a. **CoEs/CDIDs.** Each AWFC is assigned a lead, and in some instances, a primary supporting organization. In most cases, lead for an AWFC is assigned to a Center of Excellence Capability Development and Integration Directorate (CoE/CDID). The organizational lead has responsibility to guide the exploration of the challenge, facilitate dialogue with supporting CoEs/CDIDs, as well as develop a problem statement, a running estimate, learning demands, an integrated learning and analysis plan, and an interim solution strategy. The primary supporting organization, when assigned, works at the direction of the lead organization as the primary contributor to these plans and products. When a primary supporting organization is assigned, the two organizations will develop a memorandum of agreement (MoA) to delineate specific responsibilities as required.

   b. **ARCIC.** To foster close collaboration between the CoEs and the wider CoP, the Army Capabilities Integration Center (ARCIC) has five designated AWFC managers, each responsible for four AWFCs. The AWFC managers work closely with the CoE leads to develop plans and products, facilitate communication, and transition recommended solutions into tangible results.

4. **Integration.** ARCIC leads AWFC integration using the following forums.

   a. Capabilities Integration Enterprise Forum (CIEF). The CIEF is Director ARCIC's quarterly management forum with all of the ARCIC Directorates and CDIDs associated with TRADOC and non-TRADOC CoEs. Five AWFCs are reviewed at each CIEF, with the lead CoEs/CDIDs briefing Director ARCIC. The AWFC lead will present major highlights or issues from the running estimate, the integrated learning and analysis plan, and/or the interim solution strategy for discussion. The update will review insights and findings from studies, seminars, experimentation, or wargaming, as well as force

development recommendations, for consideration at the ARCIC, TRADOC, or Department of the Army levels. CoEs/CDIDs will provide a comprehensive information paper (5-6 pages) and, if required by the CoE/CDID, a presentation of no more than four charts to facilitate discussion. (Products will be submitted in advance as readaheads to make the most of time available for discussion.)

b. Quarterly Futures Review (QFR). The QFR is Commanding General (CG) TRADOC's management tool to focus on future capability development. Based on guidance from Director ARCIC, the CoP will present results from CIEF AWFC briefings and discussions, including force development and Force 2025 and Beyond integration issues requiring CG TRADOC decision.

c. Force 2025 Update (F2025 Update). The F2025 Update is the Chief of Staff, Army's information and guidance venue that focuses on issues related to the future development of the Army. The AWFC framework will shape the discussion for ARCIC and TRADOC senior leader participation in the F2025 Update. Discussion topics requested by the CSA and those offered for consideration by ARCIC and TRADOC will be structured, binned, or linked by AWFC.

5. **Reporting timeline.** CoEs/CDIDs will begin briefing the status of AWFCs in the 2^d quarter of FY2015. The following briefing order was developed in part to distribute the briefing load of each lead organization over the year, as well as to account for CoE preferences.

a. 2^d Qtr FY2015:

- #9, Improve Soldier, Leader, and Team Performance – MCCoE
- #10, Develop Agile and Adaptive Leaders – MCCoE
- #12, Conduct Entry Operations – MCoE
- #5, Counter Weapons of Mass Destruction – MSCoE
- #17, Integrate Fires – FCoE (SMDC support)

b. 3^d Qtr FY2015:

- #2, Shape the Security Environment – MCCoE (SOCoE support)
- #14, Ensure Interoperability and Operate in a Joint, Interorganizational, and Multination (JIM) Environment – MCCoE (SOCoE support)
- #13, Conduct Wide Area Security –MCoE (AVCoE support)
- #6, Homeland Operations – MSCoE
- #18, Deliver Fires – FCoE (SMDC support)

c. 4th Qtr FY2015:

- #8, Enhance Training – MCCoE (CAC-T support)
- #19, Exercise Mission Command – MCCoE
- #15, Conduct Combined Arms Maneuver – MCoE (AVCoE support)

- #3, Provide Security Force Assistance – SOCoE (CAC support)
- #7, Conduct Space and Cyber Electromagnetic Operations and Maintain Communications – Cyber CoE (SMDC support)

d. 1st Qtr FY2016:

- #4, Adapt the Institutional Army – MCCoE (AMC and ARCIC support)
- #11, Conduct Air-Ground Reconnaissance – MCoE (AVCoE support)
- #1, Develop Situational Understanding – ICoE (SOCoE support)
- #16, Set the Theater, Sustain Operations, and Maintain Freedom of Movement – SCoE (AMC support)
- #20, Develop Capable Formations – ARCIC CDD

6. **Collaboration Forums.** ARCIC maintains two collaborative sites to maximize continuous collaboration on the AWFCs. On NIPRNet, the milSuite collaborative site can be with a common access card at https://www.milsuite.mil/wiki/AWFC. The site currently has examples of previous years' efforts that serve as a model for AWFC development. Each AWFC lead will maintain and update running estimates and related products at least quarterly. On SIPRNet, the current collaborative site under development is at ; goal is to finalize the classified forum NLT 31 Jan 2105 to enable discussion and collaboration on a classified network.

7. **AWFC framework execution**.

a. CoEs/CDIDs organize the AWFC framework into learning demands that identify the specific knowledge needed to gain through upcoming research events (e.g., studies, seminars, wargames, experiments, etc) that help address the overall AWFC. The CoEs/CDIDs further organize the learning demands into Essential Elements for Analysis (EEAs) that describe specific data points and/or research topics to be studied in detail at a learning event. The supporting data can come from a variety of sources to include, but not be limited to seminar working group discussion in a subject matter expert forum; after action reviews; modeling and simulation outputs; and/or independent research from source documents, references, and reports.

b. In the capacity of supporting organization, each CoE/CDID submits learning demands and EEAs to the supported organization as part of the integrated analysis and study plan for an event (e.g., Unified Challenge run by ARCIC Joint and Army Experimentation Division). The supported organization in charge of planning and executing the event is responsible for consolidating the learning demands and EEAs into a comprehensive study plan and coordinating for the analytical personnel necessary to execute that effort. The supporting organizations present the event outcomes within the AWFC framework to the TRADOC and ARCIC senior leadership at a CIEF, QFR, and/or separate engagement (e.g., CSA Senior Leader Seminar).

c. Correlation to Force 2025 Maneuvers/Army Campaign of Learning outputs. The supported organizations (e.g., ARCIC Future Warfare Division for Unified Quest, Joint

and Army Experimentation Division for Unified Challenge) publish the outcomes of their events across the JIM community within the context of the AWFC framework. The outcomes consist of an operational summary, observations, DOTMLPF-P implications, and DOTMLPF-P recommendations across the near (present to 2020), mid (2020 to 2030), and far term (2030 to 2040 and beyond). CoEs incorporate these outcomes to inform their respective running estimate(s), assess how effectively met their learning demands were, and inform their interim solution strategies across the near, mid, and far term. In turn, the CoEs/CDIDs present the results to Director ARCIC at the CIEF for their respective AWFC(s). Additionally, outputs from Force 2025 Maneuvers/Army Campaign of Learning framed through AWFCs are examined at Force 2025 and Beyond Reviews, presented for decision as appropriate at Force 2025 and Beyond governances forums, and inform the Force 2025 and Beyond Annual Report and the Force and Beyond Development Plan with recommendations for modernization efforts.

8. **POC information.** The ARCIC POCs are LTC Fred Wong, (757) 501-5483, frederick.wong@us.army.mil, MAJ Erica Iverson, (757) 501-5487, erica.r.iverson.mil@mail.mil, and Mr. Mike Elko, (757) 501-5497, michael.b.elko.civ@mail.mil.

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AVCoE = Aviation Center of Excellence
FCoE = Fires Center of Excellence
ICoE = Intelligence Center of Excellence
MCoE = Maneuver Center of Excellence
MCCoE = Mission Command Center of Excellence
MSCoE = Maneuver Support Center of Excellence
SCoE = Sustainment Center of Excellence
SOCoE = Special Operations Center of Excellence

AMC = US Army Materiel Command
ARCIC = Army Capabilities Integration Center
CAC = US Army Combined Arms Center
CAC-T = CAC-Training
CDD = Capabilities Developments Directorate
SMDC = US Army Space and Missile Defense Command

Army Warfighting Challenges

***Army Warfighting Challenges (AWFCs)** – enduring first-order problems, the solutions to which improve the combat effectiveness of the current and future force.*

1. **Develop Situational Understanding –** Lead: ICoE, Primary Support: SOCoE
   How to develop and sustain a high degree of situational understanding while operating in complex environments against determined, adaptive enemy organizations.

2. **Shape the Security Environment –** Lead: MCCoE, Primary Support: SOCoE
   How to shape and influence security environments, engage key actors, and consolidate gains to achieve sustainable security outcomes in support of Geographic and Functional Combatant Commands and Joint requirements.

3. **Provide Security Force Assistance –** Lead: SOCoE, Primary Support: CAC
   How to provide security force assistance to support policy goals and increase local, regional, and host nation security force capability, capacity, and effectiveness.

4. **Adapt the Institutional Army –** Lead: MCCoE, Primary Support: AMC, ARCIC
   How to maintain an agile Institutional Army that ensures combat effectiveness of the total force, supports other Services, fulfills DoD and other agencies' requirements, ensures quality of life for Soldiers and families, and possesses the capability to surge (mobilize) or expand (strategic reserve) the active Army.

5. **Counter Weapons of Mass Destruction –** Lead: MSCoE
   How do Army forces prepare for, prevent the acquisition or employment of, protect from the use of, and, when necessary, respond to and recover from adversary employment of WMD to prevent, shape, and win.

6. **Conduct Homeland Operations –** Lead: MSCoE
   How to conduct homeland operations to defend the Nation against emerging threats.

7. **Conduct Space and Cyber Electromagnetic Operations and Maintain Communications –** Lead: CyberCoE, Primary Support: SMDC
   How to assure uninterrupted access to critical communications and information links (satellite communications [SATCOM], positioning, navigation, and timing [PNT], and intelligence, surveillance, and reconnaissance [ISR]) across a multi-domain architecture when operating in a contested, congested, and competitive operating environment.

8. **Enhance Training –** Lead: MCCoE, Primary Support: CAC-T
   How to train Soldiers and leaders to ensure they are prepared to accomplish the mission across the range of military operations while operating in complex environments against determined, adaptive enemy organizations.

9. **Improve Soldier, Leader, and Team Performance –** Lead: MCCoE
   How to develop resilient Soldiers, adaptive leaders, and cohesive teams committed to the Army professional ethic that are capable of accomplishing the mission in environments of uncertainty and persistent danger.

10. **Develop Agile and Adaptive Leaders –** Lead: MCCoE
    How to develop agile, adaptive and innovative leaders who thrive in conditions of uncertainty and chaos and are capable of visualizing, describing, directing, leading and assessing operations in complex environments and against adaptive enemies.

11. **Conduct Air-Ground Reconnaissance** **–** Lead: MCoE, Primary Support: AVCoE
    How to conduct effective air-ground combined arms reconnaissance to develop the situation rapidly in close contact with the enemy and civilian populations.

12. **Conduct Entry Operations** **–** Lead: MCoE
    How to project forces, conduct forcible and early entry, and transition rapidly to offensive operations to ensure access and seize the initiative.

13. **Conduct Wide Area Security** **–** Lead: MCoE, Primary Support: AVCoE
    How to establish and maintain security across wide areas (Wide Area Security) in coordination with other military and civilian capabilities to protect forces, populations, infrastructure, and activities necessary to shape security environments, consolidate gains, and set conditions for achieving strategic and policy goals.

14. **Ensure Interoperability and Operate in a Joint, Interorganizational, and Multinational (JIM) Environment** **–** Lead: MCCoE, Primary Support: SOCoE
    How to integrate joint, interorganizational, and multinational partner capabilities and interagency campaigns to ensure unity of effort and accomplish missions across the range of military operations.

15. **Conduct Combined Arms Maneuver** **–** Lead: MCoE, Primary Support: AVCoE
    How to conduct combined arms air-ground maneuver to defeat enemy organizations and accomplish missions in complex operational environments.

16. **Set the Theater, Sustain Operations, and Maintain Freedom of Movement** **–** Lead: SCoE
    How to set the theater, provide strategic agility to the joint force, and maintain freedom of movement and action during sustained and high tempo operations at the end of extended lines of communication in austere environments.

17. **Integrate Fires** **–** Lead: FCoE, Primary Support: SMDC
    How to coordinate and integrate Army and JIM fires, and conduct targeting, across all domains to defeat the enemy and preserve freedom of maneuver and action across the range of military operations.

18. **Deliver Fires** **–** Lead: FCoE, Primary Support: SMDC
    How to deliver fires to defeat the enemy and preserve freedom of maneuver and action across the range of military operations.

19. **Exercise Mission Command** **–** Lead: MCCoE
    How to understand, visualize, describe, and direct operations consistent with the philosophy of mission command to seize the initiative over the enemy and accomplish the mission across the range of military operations.

20. **Develop Capable Formations** **–** Lead: ARCIC CDD
    How to design Army formations capable of rapidly deploying and operating to achieve missions across the range of military operations.

The Warfighting Challenges can be found at: https://www.milsuite.mil/wiki/AWFC