

INFORMATION PAPER

SUBJECT: Army Warfighting Challenges (AWFC)

1. **Purpose.** Provide essential information on the AWFC analytical framework.
2. **Overview.** The Army uses the AWFC analytical framework to focus prioritized efforts on first-order enduring military challenges and as the organizing construct to lead future force development. AWFCs are enduring first-order problems, the solutions to which improve the combat effectiveness of the current and future force. The AWFC methodology integrates near- (today to 2020), mid- (2020 to 2030), and far-term (2030 to 2040 and beyond) modernization efforts for the Army. Fully implemented, the AWFC framework sustains collaboration across the broadest community of practice (CoP) by providing a common foundation for Army concept and capability development.
3. **Concepts to Capabilities Process.** The purpose of this overarching process is to establish a conceptual foundation for future force development, then assess requirements, identify capabilities, develop solutions, and implement decisions. Early and sustained collaboration is essential. AWFCs are the analytical framework for this process, providing the means to focus work and prioritize outcomes. Reference Appendix B of the Army Operating Concept (TRADOC Pam 525-3-1, dated 31 Oct 14) for more information on this process.
4. **AWFC methodology.** The AWFC methodology is a logical approach to understanding the problem posed by each warfighting challenge, determining requirements to address the problem, applying analytically based learning to develop solutions, and recommending doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF)-based actions to improve the combat effectiveness of current and future forces from the perspective of the AWFC. The methodology applies a capabilities-based assessment-like analytical approach: *What must we do?; What can't we do?; What are possible interim solutions?; What are the trades, risks, and opportunities?; Should we pursue the interim solutions?*
 - a. Problem Statement: What capabilities are needed and why (threat, missions, technology, historical insights/lessons learned).
 - b. Running Estimate: Current estimate of the status of the capabilities needed. Includes the status of current and programmed solutions. Objectives and supporting tasks to mitigate gaps or pursue opportunities are presented.
 - c. Learning Demands: Each learning demand identifies the specific knowledge needed, in the form of a question, based on the objective and desired outcome, that helps address the overall AWFC to which it is nested in prioritized order.

d. Integrated Learning and Analysis Plan: Actions and activities directed at meeting the learning demands, integrated internally within the AWFC lead and across the CoP.

e. Interim Solution Strategy: Measures that mitigate capability shortfalls or advance opportunities until a fully developed solution can be achieved. Interim solution strategies are framed to inform three distinct time horizons: near-term (what can we do right now), mid-term (program objective memorandum candidates), and far-term (science and technology) investment decisions). A key goal is to establish overmatch (differential advantage).

5. Roles and responsibilities.

a. Centers of Excellence (CoEs)/Capability Development and Integration Directorates (CDIDs) and other AWFC leads. Each AWFC is assigned a lead (most often a CoE, with their CDID carrying out day-to-day actions), and in some instances, one or more primary supporting organizations. The organizational lead has responsibility to guide the exploration of the challenge, facilitate dialogue with the 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(s), when assigned, works at the direction of the lead organization as the primary contributor. When a primary supporting organization is assigned to support an AWFC lead, the two organizations will develop a memorandum of agreement to delineate specific responsibilities as required.

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

6. Integration. ARCIC leads AWFC management, integration, assessment, and implementation 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, the CDIDs, and the other AWFC-lead oversight organizations. The five designated oversight organizations present their selected AWFC to Director ARCIC at each CIEF. The AWFC lead will present major highlights or issues from the running estimate, the integrated learning 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 ARCIC, TRADOC, or Department of the Army levels. The focus is on presenting recommended interim solutions for the near-, mid-, and far-term for decision. To guide the discussion in this quarterly forum, each AWFC lead will provide a comprehensive information paper (5-6 pages) and, if appropriate, a presentation of supporting charts to facilitate discussion. These are submitted sufficiently in advance of the CIEF to serve as read-aheads and ensure

discussions are focused during the CIEF. Major collaborative partners involved in the development of these products are identified in the paper (DA, Department of Defense organizations, subject matter experts, think tanks, academia, and industry).

b. Quarterly Futures Review (QFR). The QFR is CG TRADOC's management tool that focuses on future capability development. Based on guidance from Director ARCIC, the CoP will present results from the CIEF AWFC briefings and lead discussion on proposed actions for CG TRADOC decision. The same five AWFCs presented at the CIEF will be presented at the following QFR. Force development and Force 2025 and Beyond integration issues, including trades and risks, are highlighted.

c. Force 2025 Update. The Force 2025 Update is the Chief of Staff, Army's (CSA) information and guidance venue that focuses on issues related to the future development of the Army, framed by outcomes of the AWFC analytical framework. Discussion topics requested by the CSA and those offered for consideration by TRADOC are aligned with the AWFCs.

7. Reporting timeline. AWFC leads begin briefing the status of AWFCs in the second quarter of FY15. The following briefing order was developed in order to distribute the workload of AWFC leads across multiple quarters, but also accounted for AWFC lead preferences. This presentation order is modified by ARCIC and TRADOC leadership as required. FY16 Reporting Timeline has not yet been determined.

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
 USASOC = US Army Special Operations Command

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

a. 2d Qtr FY15: (Completed)

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

b. 3d Qtr FY15: (Completed)

- #2, Shape the Security Environment – MCCoE, primary support (PS): USASOC
- #6, Conduct Homeland Operations – MSCoE

- #14, Ensure Interoperability and Operate in a Joint, Interorganizational, and Multinational Environment – MCCoE, PS: USASOC
- #15, Conduct Joint Combined Arms Maneuver – MCoE, PS: AVCoE
- #18, Deliver Fires – FCoE, PS: SMDC

c. 4th Qtr FY15: (29 Jul – CIEF; 19 Aug – QFR)

- #3, Provide Security Force Assistance – USASOC, PS: CAC
- #7, Conduct Space and Cyber Electromagnetic Operations and Maintain Communications – Cyber CoE, PS: SMDC
- #8, Enhance Training – MCCoE, PS: CAC-T
- #13, Conduct Wide Area Security – MCoE, PS: AVCoE
- #19, Exercise Mission Command – MCCoE

d. 1st Qtr FY16: (29 Oct – CIEF; 18 Nov – QFR)

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

8. **Collaboration forums.** ARCIC has established a number of informational or collaborative online sites as part of an overall AWFC collaborative environment, each of which balances level of information protection/security classification against the range of the audience to be included. At this time four sites are in different stages of maturity:

a. Public site (not requiring a common access card or password) is at:
<http://www.arcic.army.mil/Initiatives/army-warfighting-challenges.aspx>

b. NIPRNet milWiki site (for information up to U//FOUO) is at:
<https://www.milsuite.mil/wiki/AWFC>

c. NIPRNet milBook site (for collaboration, discussion, and feedback, up to U//FOUO) is at:
<https://www.milsuite.mil/book/groups/army-warfighting-challenge-awfc-group>

d. SIPRNet site is at:
https://intellipedia.intelink.sgov.gov/wiki/Army_Warfighting_Challenges

9. **AWFC analytical framework execution.** A more detailed explanation of the components of the methodology follows.

a. AWFC leads develop learning demands that identify the specific knowledge needed to be gained through upcoming learning events, many under Force 2025 Maneuvers/Army's Campaign of Learning (e.g., seminars, wargames, experiments), that help address the overall AWFC. The AWFC leads expand these learning demands into Essential Elements for Analysis (EEAs) that describe specific data points and/or research topics to be studied in detail at an 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 independent research from source documents, references, and reports.

b. Supporting organizations submit learning demands and EEAs to the supported organization as part of the integrated analysis and study plan for an event (e.g., Unified Challenge, led by ARCIC's Joint and Army Experimentation Division). The organization in charge of planning and executing the learning 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. Analytically based event outcomes assessed as ready for action are presented to ARCIC and TRADOC senior leaders at CIEFs, QFRs, and other engagements (e.g., CSA Senior Leader Seminar).

c. Correlation to Force 2025 Maneuvers/Army's Campaign of Learning (CoL) outputs. Organizations executing learning events (e.g., ARCIC Future Warfare Division, ARCIC Joint and Army Experimentation Division) publish the outcomes of their events (e.g., Unified Quest, Unified Challenge) across the JIM community and within the context of the AWFCs. The outcomes consist of an operational summary, observations, DOTMLPF implications, and DOTMLPF recommendations across the near-, mid-, and far-term. AWFC leads incorporate these outcomes to inform their respective running estimates, assess how effectively their learning demands were met, and inform their interim solution strategies across the near-, mid-, and far-term. In turn, the AWFC leads present results to Director ARCIC at the CIEFs for their respective AWFCs. Additionally, learning event outcomes framed through the AWFCs inform the annual Force 2025 and Beyond Report and Development Plan with recommendations for modernization efforts.

10. POC information. The ARCIC POC in Future Warfare Division is MAJ Erica Iverson, (757) 501-5487, erica.r.iverson.mil@mail.mil.

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