



# U.S. Army Training and Doctrine Command Institute for Noncommissioned Officer Professional Development



**NCO 2020 Update  
May 2016**



# NCO 2020



## MEANS

- NCO 2020 Survey
  - Rigor & Relevance in NCO PME
  - More leadership/general topics in PME
  - Education gap between SLC & SMC
- Army Leader Development Survey
- CASAL Study
- RETAL Study
- TRADOC Quality Assurance Program
- DAIG Army Leader Development Report
  - NCOs perceive officer leader development as better structured, better resourced and better implemented.
  - Re-balance technical and leadership training in NCO PME.
  - Structured Self Development (SSD) is nothing more than “check the block.”
- SMA NCO Solarium

## WAYS

- STEP
  - Deferments
  - DA 1059s
- Level V PME (MLC)
- WLC Re-write/Re-name (BLC)
- ArmyU
- USASMA reorganization
- JPME Infused into NCOPDS
- Career Maps
- Broadening / Talent Management
- Assessments
  - Written Communication
  - Counseling
- Instructor Selection & Development
- Digital Rucksack
- Enhanced Job Book
- Credentialing
- NCO Creed Revision
- NCO Guide and NCO Corner – “Living Doctrine”
- Fitness
- Expert Action Badge

## ENDS

- Develop Noncommissioned Officer Professional Development System (NCOPDS) that provides an organizing framework to develop the next generation of competent and committed NCOs of character as trusted Army professionals who thrive in chaos, adapt, and win in a complex world. NCOs develop as leaders over time through deliberate progressive and sequential processes incorporating training, education, and experience across the three learning domains throughout the Soldier Lifecycle.

### Stakeholders

INCOPD  
CAC/ArmyU  
DA G3/5/7  
DA G1/HRC  
CAC/COEs  
USARC  
USARNG  
USASMA  
CAPE

Prepare the next generation of competent and committed Noncommissioned Officers to be agile and adaptive leaders and trusted professionals capable of fighting and winning in a complex and uncertain world.



# NCO 2020 Strategy

## UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND



### NCO 2020 Strategy

NCOs Operating in a Complex World

Leader development is a process that aligns training, education, and experience to prepare leaders who exercise mission command to prevail in unified land operations.  
-The Army Leader Development Strategy 2013

For more than 240 years the American Soldier has answered the call to action and in every era of conflict and war, the professional Noncommissioned Officer has played a significant role as a leader of Soldiers. The roles and responsibilities of the NCO have always been to lead, train, and care for Soldiers and equipment while enforcing standards. The NCO Creed galvanizes the ideal that NCOs are professional soldiers who are also members of a time honored corps known as "The Backbone of the Army." Though the values associated with the NCO Corps will never change, the future operating environment will most certainly be more complex and uncertain than we've ever known.

The Army Operating Concept (AOC) describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as part of our Joint Force and working with multiple partners. The AOC guides future force development by identifying first order capabilities that the Army needs to support U.S. policy objectives. It provides the intellectual foundation and framework for learning and for applying what we learn to future force development under Force 2025 and beyond. This begs the question, "How do we win in such an ambiguous and complex world?" While the answer will require that "Army forces must provide the Joint Force with multiple options, integrate the efforts of multiple partners, operate across multiple domains, and present our enemies and adversaries with multiple dilemmas," it is assured that the role of the NCO will be as critical as ever in our Army's ability to win our nation's wars. We must leverage our experiences to prepare our Soldiers and develop the future NCO Corps to meet those challenges and remain ready as the world's premier combat force.

To best prepare our NCO Corps for the challenges of an uncertain future, we must fundamentally change and evolve the Noncommissioned Officer Education System into a comprehensive leader development system that links training, education, and experiences spanning the operational, institutional, and self-development learning domains.

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### Appendix A. NCO 2020 Strategic Framework

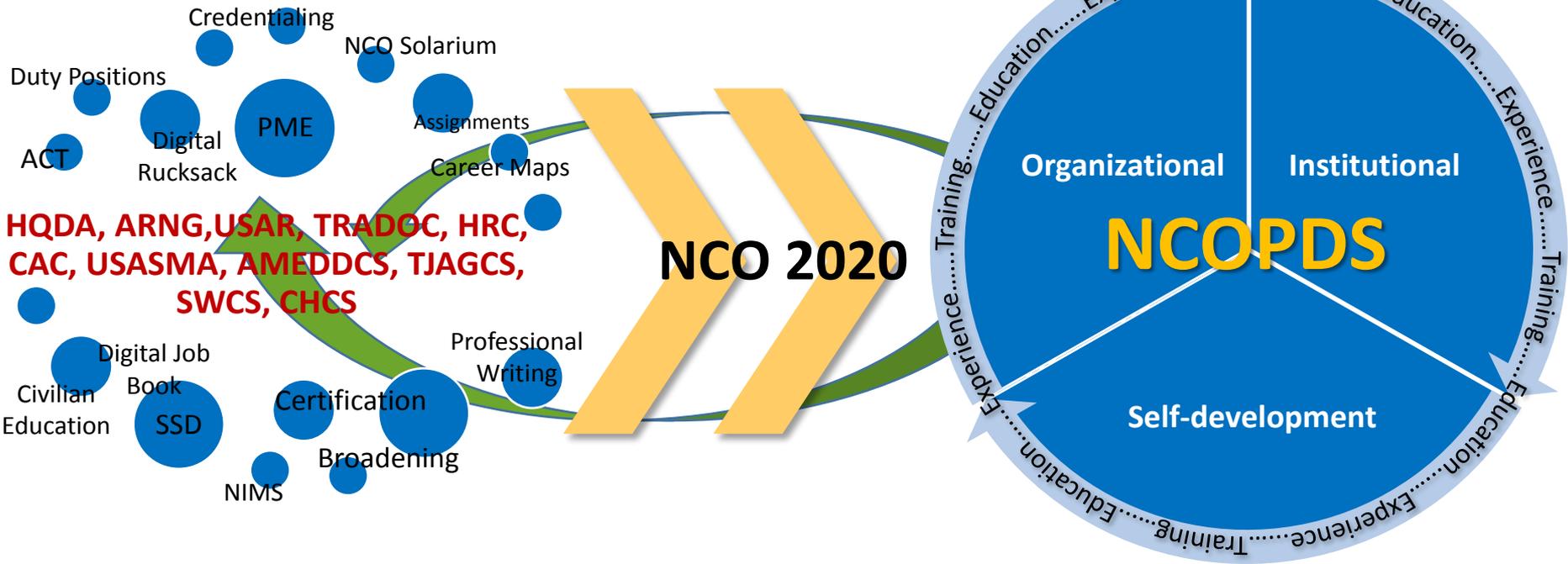
#### Lines of Effort



MEANS	LINES OF EFFORT				ASSESSMENTS
	LEADER DEVELOPMENT	TALENT MANAGEMENT	LEADERSHIP	STEWARDSHIP OF THE PROFESSION	
<b>POUCC</b> 1.1.1.1.1.1.1 1.1.1.1.1.1.2 1.1.1.1.1.1.3 1.1.1.1.1.1.4 1.1.1.1.1.1.5 1.1.1.1.1.1.6 1.1.1.1.1.1.7 1.1.1.1.1.1.8 1.1.1.1.1.1.9 1.1.1.1.1.1.10 1.1.1.1.1.1.11 1.1.1.1.1.1.12 1.1.1.1.1.1.13 1.1.1.1.1.1.14 1.1.1.1.1.1.15 1.1.1.1.1.1.16 1.1.1.1.1.1.17 1.1.1.1.1.1.18 1.1.1.1.1.1.19 1.1.1.1.1.1.20 1.1.1.1.1.1.21 1.1.1.1.1.1.22 1.1.1.1.1.1.23 1.1.1.1.1.1.24 1.1.1.1.1.1.25 1.1.1.1.1.1.26 1.1.1.1.1.1.27 1.1.1.1.1.1.28 1.1.1.1.1.1.29 1.1.1.1.1.1.30 1.1.1.1.1.1.31 1.1.1.1.1.1.32 1.1.1.1.1.1.33 1.1.1.1.1.1.34 1.1.1.1.1.1.35 1.1.1.1.1.1.36 1.1.1.1.1.1.37 1.1.1.1.1.1.38 1.1.1.1.1.1.39 1.1.1.1.1.1.40 1.1.1.1.1.1.41 1.1.1.1.1.1.42 1.1.1.1.1.1.43 1.1.1.1.1.1.44 1.1.1.1.1.1.45 1.1.1.1.1.1.46 1.1.1.1.1.1.47 1.1.1.1.1.1.48 1.1.1.1.1.1.49 1.1.1.1.1.1.50 1.1.1.1.1.1.51 1.1.1.1.1.1.52 1.1.1.1.1.1.53 1.1.1.1.1.1.54 1.1.1.1.1.1.55 1.1.1.1.1.1.56 1.1.1.1.1.1.57 1.1.1.1.1.1.58 1.1.1.1.1.1.59 1.1.1.1.1.1.60 1.1.1.1.1.1.61 1.1.1.1.1.1.62 1.1.1.1.1.1.63 1.1.1.1.1.1.64 1.1.1.1.1.1.65 1.1.1.1.1.1.66 1.1.1.1.1.1.67 1.1.1.1.1.1.68 1.1.1.1.1.1.69 1.1.1.1.1.1.70 1.1.1.1.1.1.71 1.1.1.1.1.1.72 1.1.1.1.1.1.73 1.1.1.1.1.1.74 1.1.1.1.1.1.75 1.1.1.1.1.1.76 1.1.1.1.1.1.77 1.1.1.1.1.1.78 1.1.1.1.1.1.79 1.1.1.1.1.1.80 1.1.1.1.1.1.81 1.1.1.1.1.1.82 1.1.1.1.1.1.83 1.1.1.1.1.1.84 1.1.1.1.1.1.85 1.1.1.1.1.1.86 1.1.1.1.1.1.87 1.1.1.1.1.1.88 1.1.1.1.1.1.89 1.1.1.1.1.1.90 1.1.1.1.1.1.91 1.1.1.1.1.1.92 1.1.1.1.1.1.93 1.1.1.1.1.1.94 1.1.1.1.1.1.95 1.1.1.1.1.1.96 1.1.1.1.1.1.97 1.1.1.1.1.1.98 1.1.1.1.1.1.99 1.1.1.1.1.1.100	<b>PROGRAMS</b> 1.1.1.1.1.1.1 1.1.1.1.1.1.2 1.1.1.1.1.1.3 1.1.1.1.1.1.4 1.1.1.1.1.1.5 1.1.1.1.1.1.6 1.1.1.1.1.1.7 1.1.1.1.1.1.8 1.1.1.1.1.1.9 1.1.1.1.1.1.10 1.1.1.1.1.1.11 1.1.1.1.1.1.12 1.1.1.1.1.1.13 1.1.1.1.1.1.14 1.1.1.1.1.1.15 1.1.1.1.1.1.16 1.1.1.1.1.1.17 1.1.1.1.1.1.18 1.1.1.1.1.1.19 1.1.1.1.1.1.20 1.1.1.1.1.1.21 1.1.1.1.1.1.22 1.1.1.1.1.1.23 1.1.1.1.1.1.24 1.1.1.1.1.1.25 1.1.1.1.1.1.26 1.1.1.1.1.1.27 1.1.1.1.1.1.28 1.1.1.1.1.1.29 1.1.1.1.1.1.30 1.1.1.1.1.1.31 1.1.1.1.1.1.32 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1.1.1.1.1.1.97 1.1.1.1.1.1.98 1.1.1.1.1.1.99 1.1.1.1.1.1.100	<b>EDUCATION</b> 1.1.1.1.1.1.1 1.1.1.1.1.1.2 1.1.1.1.1.1.3 1.1.1.1.1.1.4 1.1.1.1.1.1.5 1.1.1.1.1.1.6 1.1.1.1.1.1.7 1.1.1.1.1.1.8 1.1.1.1.1.1.9 1.1.1.1.1.1.10 1.1.1.1.1.1.11 1.1.1.1.1.1.12 1.1.1.1.1.1.13 1.1.1.1.1.1.14 1.1.1.1.1.1.15 1.1.1.1.1.1.16 1.1.1.1.1.1.17 1.1.1.1.1.1.18 1.1.1.1.1.1.19 1.1.1.1.1.1.20 1.1.1.1.1.1.21 1.1.1.1.1.1.22 1.1.1.1.1.1.23 1.1.1.1.1.1.24 1.1.1.1.1.1.25 1.1.1.1.1.1.26 1.1.1.1.1.1.27 1.1.1.1.1.1.28 1.1.1.1.1.1.29 1.1.1.1.1.1.30 1.1.1.1.1.1.31 1.1.1.1.1.1.32 1.1.1.1.1.1.33 1.1.1.1.1.1.34 1.1.1.1.1.1.35 1.1.1.1.1.1.36 1.1.1.1.1.1.37 1.1.1.1.1.1.38 1.1.1.1.1.1.39 1.1.1.1.1.1.40 1.1.1.1.1.1.41 1.1.1.1.1.1.42 1.1.1.1.1.1.43 1.1.1.1.1.1.44 1.1.1.1.1.1.45 1.1.1.1.1.1.46 1.1.1.1.1.1.47 1.1.1.1.1.1.48 1.1.1.1.1.1.49 1.1.1.1.1.1.50 1.1.1.1.1.1.51 1.1.1.1.1.1.52 1.1.1.1.1.1.53 1.1.1.1.1.1.54 1.1.1.1.1.1.55 1.1.1.1.1.1.56 1.1.1.1.1.1.57 1.1.1.1.1.1.58 1.1.1.1.1.1.59 1.1.1.1.1.1.60 1.1.1.1.1.1.61 1.1.1.1.1.1.62 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# NCOPDS





# NCO 2020



## DOCTRINE

- The NCO 2020 Strategy // NCO and Soldier Guide



## ORGANIZATION

- College of the American Soldier (CAS) // Army-University (Army-U) // One Army School System (OASS)



## TRAINING

- Common Core for ALC/SLC // SSD Overhaul // MLC/ELC



## MATERIAL

- Army Career Tracker // Digital Job Book // MSAF-360



## LEADER DEVELOPMENT

- S.T.E.P. // Career Maps // NCOPD



## PERSONNEL

- NCO Certification // Soldier for Life



## FACILITIES

- Classroom XXI // Virtual Classroom // Digital Rucksack



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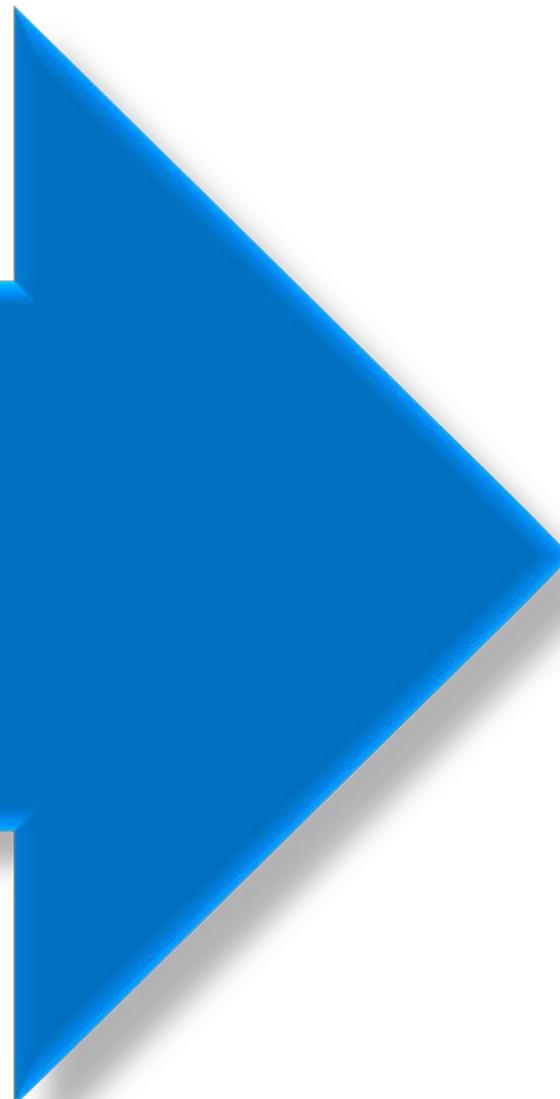
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# NCO 2020 Strategy Ends Ways Means



**ENDS**  
A Noncommissioned Officer Professional Development System (NCOPDS) integrated and synchronized in the development of the next generation of competent and committed NCOs of character as trusted Army professionals capable of thriving in chaos, adapting and winning in a complex world.

## Lines of Effort

LOE#1 DEVELOPMENT

LOE#2 TALENT MANAGEMENT

LOE#3 STEWARDSHIP of the PROFESSION

## Major Objectives

1.1: S.T.E.P.  
1.2: NCO PME  
1.3: Credentialing  
1.4: Validate, Record, Track

2.1: Broadening Assignments  
2.2: Operational Assignments  
2.3: Professional Development Model

3.1: Doctrine  
3.2: Self-Development  
3.3: 2020 Year of the NCO  
3.4: Character Development

## Key Tasks

1.1.1- Career Management Model

1.2.4- Develop Common Core

1.3.1- Identify and Validate Credentials

2.1.1- Strategic Broadening Opportunities

2.3.1- Common career map for all NCOs

3.1.1- NCO Creed

3.2.3- Expert Action Badge

1.1.2- Deferment Policy

1.2.5- PME for Nom CSM/SGM

1.3.2- Facilitate Credentialing Process

2.1.2- Fellowships

2.3.2- CMF career map overlays

3.1.2- NCO Guide/NCO Corner

3.2.4- Competitive Boards

1.1.3- Promotion Policy

1.2.6- Curriculum relevance/rigor

1.4.1- Digital Job Book

2.1.3- Training with Industry

2.3.3- Update DA Pam 600-25

3.1.3- FM 6-22

3.3.1- Timeline

1.1.4- Scheduling Priorities

1.2.7- Review Structured Self Development

1.4.2- Army Career Tracker

2.1.4- Institutional Army Assignments

2.3.4- Update Army Career Tracker

3.1.4- ADP-1/ADRP-1

3.3.2- Key Events

1.2.1- Integrate into Army University

1.2.8- Instructor selection, development, recognition

1.4.3- Skills Qualification/Certification

2.2.1- Broad range of assignments

2.3.5- Establish Key PDs 6T/7T/8T

3.1.5- Soldier Manual STPs

3.3.3- STRATCOM

1.2.2- Establish Level V PME

1.2.9- One Army School System

1.4.4- Assessments

2.2.2- Duty positions

2.3.6- CMD/SGM/SMMO Branch

3.2.1- Professional Reading

3.4.1- NCO Solarium

1.2.3- Update/Incorporate NCO GLOs

1.2.10- Joint PME

1.4.5- Digital Rucksack

2.2.3- Unit NCOPD Program

2.3.7- CSM/SGM Timelines/PDM

3.2.2- Professional Writing

3.4.2- NIMS

POLICY

PROGRAMS

SYSTEMS

TRAINING

EDUCATION

EXPERIENCE

ASSESSMENTS

INSTITUTION – INDIVIDUAL – ORGANIZATION

WAYS

MEANS



# S. T. E. P.



**Selection** for promotion is based on individual performance & potential demonstrated over time.

The culmination of **Training & Education** resulting in certification/ validation that a Soldier is fully qualified in their MOS/grade.

**Promotion** eligible to next rank upon completing Professional Military Education.

## DESIRED END STATE

Appropriate training, education, and experience is completed before promotion in order to best prepare our NCOs to fight and win in a complex world as adaptive and agile leaders and trusted professionals for force 2025.



Soldier qualified for

### **Selection:**

- ✓ APFT/ Ht&Wt
- ✓ Weapons Qual
- ✓ MOS Qualified
- ✓ SSD Complete
- ✓ Demonstrated Character

Soldier participates in

### **Training:**

- ✓ Individual; collective; unit
- ✓ MOS specific
- ✓ Warrior Tasks and Battle Drills
- ✓ Leader Tasks
- ✓ Civilian Ed

Soldier attends Professional Military

### **Education:**

- ✓ BLC
- ✓ ALC
- ✓ SLC
- ✓ MLC
- ✓ SMC
- ✓ **ELC**

**Promotion** once Soldier is eligible to pin on (cut-off scores/sequence #).



# EXPERIENCE

Army Profession   Professional Competence   Team Building   Adaptability   Lifelong Learning   Comprehensive Fitness

# HQDA EXORD 236-15

## Army Wide Implementation of Noncommissioned Officer Professional Development System (NCOPDS)

- ❑ CSA directs Army wide implementation of the NCOPDS
- ❑ Applies to all Regular Army (RA), Army Reserve (USAR), and Army National Guard (ARNG)/(ARNGUS) enlisted Soldiers
- ❑ Improve NCO PME to develop agile and adaptive leaders of today to serve at the strategic level in the future **(FRAGO 3)**
- ❑ Establish NCO career development model that provides broad range of experiences and education opportunities **(May 2016)**
- ❑ Improve the professionalism of the NCO Corps **(FRAGO 4)**
- ❑ Develop digital job book to track, manage, and certify Soldiers' core competencies and task proficiencies **(March 2016)**
- ❑ Re-name WLC to Basic Leader Course (BLC) and establish the Master Leader Course (MLC) **(FOC FY18)**
- ❑ Develop and publish a NCOPDS strategy **(December 2015)**

# FRAGORD 1 to HQDA EXORD 236-15

## Army Wide Implementation of Noncommissioned Officer Professional Development System (NCOPDS)- STEP

- Establish a Select, Train, Educate, Promote career management model for the enlisted cohort IAW SecArmy Directive 2015-31
- Effective 1 January 2016, Soldiers must complete PME to be fully qualified for promotion (cannot pin on without PME) *(January 2016)*
- All deferment requests will be endorsed by a General Officer
- All deferment requests will include next available date
- Operational deferments include major training exercise in support of unit deployment
- Scheduling priority for NCO PME
  1. Soldiers selected for promotion under STEP.
  2. Soldiers selected for promotion under STEP with pending deployment.
  3. Soldiers remaining in the legacy backlog after 01 January 2016 at risk.
  4. Soldiers remaining in the legacy backlog with less than 37 months TIG.
  5. Train ahead Soldiers otherwise fully qualified and command deems needed.
- Commandants use scheduling priority for “Walk-ons”
- Legacy backlog will get one chance to attend PME

# FRAGORD 2 to HQDA EXORD 236-15

## Army Wide Implementation of Noncommissioned Officer Professional Development System (NCOPDS)- Talent Management

- ❑ Consolidate SGM Branch, Cmd Mgt Branch, and SMMO into a single Sergeants Major Management Office at HRC
- ❑ FY18 SGMs will be “All-In” for consideration for BN/BDE CSL (no longer opting out or opting in)
- ❑ Removal of CSL categories, “All-In” also applies to assignments
- ❑ BN/BDE CSM tour lengths adjusted to 30 months
- ❑ Nominative CSM/SGM consideration will be based on “All-In”
- ❑ HRC, with Proponent input, will establish and maintain a list of approved broadening opportunities for the NCO cohort
- ❑ Define, codify, and establish Professional Development Proficiency Codes (PDPC) for CSM/SGM positions
- ❑ Develop comprehensive strategy for establishing multi-compo schools in support of the One Army School System (OASS)

# FRAGORD 3 to HQDA EXORD 236-15

## Army Wide Implementation of Noncommissioned Officer Professional Development System (NCOPDS)- NCO PME/SSD Revision

- Complete revision of Structured Self Development (SSD) improving relevance and rigor, linking to NCO PME courses, and maximize efficient use of student's time
- Establish standardized common core for Advanced Leader Course (ALC) and Senior Leader Course (SLC) compliant with Total Army School System (TASS)
- NCO PME POI review for ALC and SLC technical tracks ensuring relevance and rigor and compliant with TASS
- Re-write of the Basic Leader Course (BLC) establishing a relevant and rigorous foundation of NCO PME that is progressive and sequential
- Develop PME for nominative CSM/SGM relevant to position
- Establish requirements for Joint PME (JPME) for enlisted cohort and associated Military Education Level (MEL) codes
- Develop a Digital Ruck Sack in support of NCOPDS
- Conduct review of functional training

# FRAGORD 4 to HQDA EXORD 236-15

## Army Wide Implementation of Noncommissioned Officer Professional Development System (NCOPDS)- Stewardship of the Profession

- Certification of the Noncommissioned Officer (NCO) as a professional
- Review of the NCO Creed
- NCO Guide/Soldier Guide- living documents
- Professional reading and writing program
- Written communication assessment
- Character Development
- 2020 Year of the NCO



# Straight From the CSM BLOG



22 Sep 2015

## CSM BLOG: GREAT ARTICLE ON CHANGE IN NCOPDS

by CSM David Davenport. Posted in Army Profession, Featured, Frontpage, Leader Development, NCO education, Straight from the CSM

Here's a great article highlighting one of the many changes in our Noncommissioned Officer Professional Development System that we will be discussing here at TRADOC over the next few weeks.

Select, Train, Educate and Promote, or STEP, is the foundation of all the change that will take place over the next few years — updating programs of instruction and Structured Self-Development, improving the learning environment, training of the instructors, and leveraging technology just to name a few.

Shake-up in promotion, NCOPD policy a 'STEP' in right direction

I am interested in hearing your thoughts on the new directive!

<http://www.tradoc.army.mil/>

- CSM's Blog
- State of NCO Development Virtual Town Hall
- Next Virtual Town Hall 23 June 16



# QUESTIONS



# NCO 2020 Strategy Lines of Effort



## Lines of Effort

## End State

### LOE#1: Development

Noncommissioned Officers develop as leaders over time through deliberate progressive and sequential processes incorporating training, education, and experience across the three learning domains throughout the Soldier Lifecycle.

#### Supporting Objectives

1. S.T.E.P.
2. NCO PME
3. Credentialing
4. Validate

### LOE#2: Talent Management

The purposeful expansion of an NCO's core MOS proficiency and leadership provided through developmental positions, opportunities, and assignments both within and outside of their Career Management Field (CMF).

#### Supporting Objectives

1. Broadening
2. Operational
3. PDM (Career Map)

### LOE#3: Stewardship of the Profession

Strengthen the NCO Corps by emphasizing the role of the NCO in building and sustaining trust; constantly improving military expertise; setting an example of honorable service; fostering a climate rich in esprit de corps; and serving as stewards of the Army profession.

#### Supporting Objectives

1. Doctrine
2. Self Develop
3. 2020 Year of the NCO

A Noncommissioned Officer Professional Development System (NCOPDS) integrated and synchronized in the development of the next generation of competent and committed NCOs of character as trusted Army professionals capable of thriving in chaos, adapting and winning in a complex world.

<http://www.tradoc.army.mil/FrontPageContent/Docs/NCO2020.pdf>





# Career Maps



Soldier Life Cycle								
SOLDIER FOR LIFE	SKILL LEVEL	10	20	30	40	50	E9	
	TIS	0 - 5	10	15		20+		
	GRADE/RANK	PVT (E1) - SPC (E4)	SGT (E5)	SSG (E6)	SFC (E7)	MSG / 1SG (E8)	SGM / CSM (E9)	
	RCP	PVT-PFC 5 YEARS CPL/SPC 8 YEARS CPL/SPC(P) 12 YEARS	SGT 13 YEARS SGT(P) 15 YEARS	SSG 20 YEARS SSG(P) 26 YEARS	SFC 26 YEARS SFC(P) 29 YEARS	MSG 29 YEARS MSG(P) 32 YEARS	32 YEARS	
ORGANIZATIONAL	HUMAN DIMENSION TALENT MANAGEMENT	OPERATING	CMF INPUT	TEAM LEADER CMF EQ.	LEADERSHIP, STAFF, CMF EQUIVALENT		CSL KEY BILLET	
		GENERATING	N/A	TEAM LEADER CMF EQ.	OC/T, DRILL SERGEANT, AIT PSG, INSTRUCTOR, RECRUITER		CSL KEY BILLET	
		BROADENING	NATO, JOINT, MULTI-NATIONAL		EO, SHARP, IG, FELLOWSHIPS, NATO, JOINT, MULTI-NATIONAL TRAINING WITHIN INDUSTRY, CAREER MANAGER			
INSTITUTIONAL	HUMAN DIMENSION	PME	SSD I / BLC	SSD II / ALC	SSD III / SLC	SSD IV / MLC	SSD V / SMC	SSD VI / ELC
					SEJPME I		SEJPME II	
LIFELONG LEARNING GOALS	HUMAN DIMENSION	FUNCTIONAL TRAINING	CMF INPUT				PCC, KEYSTONE AMF, CSMLO	
		CIVILIAN EDUCATION	DEVELOP DEGREE PLAN	WORKING TOWARDS ASSOCIATES DEGREE			WORKING TOWARDS BACHELORS DEGREE	
		CREDENTIALING	CMF INPUT					
SELF DEVELOPMENT	HUMAN DIMENSION	COMPETITIVE BOARDS	SOM, SOQ, SOY, BWC	COMPETITIVE BOARDS		SERGEANT AUDIE MURPHY SERGEANT MORALES		
		STEWARDSHIP OF THE PROFESSION	Promote the profession through Community Involvement, Speaking Engagements, Professional Writing, and Volunteerism					



# Army Warfighting Challenges (AWfCs)



## Army Warfighting Challenges will:

- Focus concept and capability development
- Allow the Army to integrate near-term, mid-term, and far-term efforts
- Enable sustained collaboration across the community of practice (including Army Staff and Major Commands)

1. Develop Situational Understanding
2. Shape the Security Environment
3. Provide Security Force Assistance
4. Adapt the Institutional Army
5. Counter Weapons of Mass Destruction
6. Conduct Homeland Operations
7. Conduct Space and Cyber Electromagnetic Operations and Maintain Communications
8. Enhance Training
9. Improve Soldier, Leader, and Team Performance
10. Develop Agile and Adaptive Leaders
11. Conduct Air-Ground Reconnaissance
12. Conduct Joint Expeditionary Maneuver and Entry Operations
13. Conduct Wide Area Security
14. Ensure Interoperability and Operate in a Joint Inter-organizational Multinational Environment
15. Conduct Joint Combined Arms Maneuver
16. Set the Theater, Sustain Operations, and Maintain Freedom of Movement
17. Integrate Fires
18. Deliver Fires
19. Exercise Mission Command
20. Develop Capable Formations

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

# AOC – Win in a Complex World

## Tenets

- Initiative
- Innovation
- Simultaneity
- Depth
- Adaptability
- Endurance
- Mobility
- Lethality

- *Emphasizes the human, cultural, and political continuities of armed conflict; war remains a contest of wills.*
- *Considers all echelons of war; conflict cannot be divided into discrete levels.*
- *Recognizes that American military power is Joint power; emphasizes the Army's unique contributions across the range of military operations.*
- *Describes the Army's contributions to win; defending the nation, achieving sustainable outcomes consistent with U.S. vital interests.*
- *Emphasizes the criticality of land forces; to shape security environments, deter conflict and consolidate gains.*
- *Recognizes decentralized operations in complex environments; requiring adaptive leaders, cohesive teams, and resilient Soldiers committed to the Army professional who thrive in chaos and uncertainty.*
- *Emphasizes the integration of advanced technologies; with skilled Soldiers and well-trained teams maintaining differential advantages over enemies.*

## Core Competencies

- Combined Arms Maneuver
- Wide Area Security

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- *Special Operations*
- *Shape the Security Environment*
- *Set the Theater*
- *Project National Power*
- *Cyber Operations*