Adapting the Army for 2020

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Training and Doctrine Command develops, educates and trains Soldiers, civilians, and leaders; supports unit training; and designs, builds and integrates a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army as America’s Force of Decisive Action.

Vision

Leading the Army’s transition into the future by shaping the Army of 2020, developing adaptive leaders and organizations, modernizing equipment, and revolutionizing training to strengthen the Nation’s adaptive land force for decisive action.
Problem Statement

“How do we transition from today’s force to the Army of 2020 in an era of fiscal austerity and still accomplish all that the Army must do as part of the Joint force?”

“…what we can’t do is have it out of balance, end strength versus modernization — we have to balance those in such a way that we think will provide us the best solutions as we move forward.” Gen. Ray Odierno, U.S. Army Chief of Staff

“[Generating Force] must be as nimble, agile and adaptive as our Operating Force -driven by ideas, innovation and a determination to bring the best services and equipment, training and leaders, medical care and support to our Soldiers, civilians, and their family members.” John M. McHugh, Secretary of the Army
The Army of 2020

The Structural Transition

Strategy → Capabilities → Structure → Organization → Modernization

The Human Transition

The Army Profession → Leader Development → Doctrine 2015 → Army Learning Model → The Squad

NATIONAL SECURITY STRATEGY

SUSTAINING U.S. GLOBAL LEADERSHIP: PRIORITIES FOR 21ST CENTURY DEFENSE

THE ARMY PROFESSION

THE ARMY LEARNING MODEL

ADP 3-0
Unified Land Operations

ADRP 3-0
Unified Land Operations

Army Capstone Concept

Leader Development

Training

Education

Experience

Capstone Concept for Joint Operations

The United States Army Operating Concept

Army Capstone Concept

Training

Experience

Education

Leader Development

Army Capstone Concept

Training

Experience

Education

Leader Development
The Army’s 2012 Campaign of Learning

- **Aug 11**: Combined Arms Maneuver / Wide Area Security Experiment
- **Sep 11**: Army Future Game: Gaining and Maintaining Access
- **Oct 11**: Army Future Game
- **Nov 11**: Human Dimension Workshop
- **Dec 11**: Engagement Experiment
- **Jan 12**: Building Partners and Capacity
- **Feb 12**: Set Campaign Conditions Experiment
- **Mar 12**: USMC Expeditionary Warrior
- **Apr 12**: Army Operating Concept
- **May 12**: CCJO Wargame
- **Jun 12**: Gain & Maintain Access Experiment
- **Jul 12**: Army Capstone Concept
- **Aug 12**: Build & Prepare Experiment
- **Sep 12**: Senior Leader Seminar
- **Oct 12**: Functional Concepts
A Wide Range of Potential Challenges

ENDS:
- Wealth
- Resources
- Political authority
- Influence
- Sovereignty
- Identity
- Legitimacy

WAYS:
- Competition
- Cooperation
- Conflict

Means:
- Complexity – chaotic conditions – anti-access
- Asymmetry

Complex Environment

Threats
- Terrorist
- Paramilitary
- Near Peer
- Criminal
- Militias
- Near Peer

Malicious Actors
- Radical Ideologues
- Criminals
- Competitors
- Opportunists

Neutrals and Friendlies
- NGOs
- Media
- Population?
- Coalition Partners

Characteristics

Lethal: weapons technology proliferates to all forces; no longer linear relationship between economic and military power

Enduring: persistent adversaries, difficult to defeat with blurred transitions from conflict to post-conflict

Asymmetric: sidestep U.S. preferred way of war, deny ISR and strike options, exploit cyber, protract conflict, and project conflict to the homeland
Range of Military Operations
Through the Lens of Defense Strategy

A primary focal point for the institution and the operating force

Historic Examples:
- Vietnam: Counterinsurgency
- Post Vietnam: AirLand Battle
- Post Gulf War: Ops Other Than War
- Last decade: Counterinsurgency

What the Army Must Do: Prevent, Shape, and Win:
The combination of a narrow focus within a wide lens allows the Army to adjust more rapidly to potential threats.

Army forces must maintain a high level of operational adaptability
“Conduct operations to gain access based on the requirements of the broader mission, while also designing subsequent operations to lessen access challenges.”

**Joint Operational Access Concept, first precept of access operations**

“Army and Marine Corps forces contribute to the Joint Force Commander’s effort to gain and maintain operational access by entering hostile territory, without benefit of domain dominance, and employing combined arms maneuver to locate and defeat area-denial capabilities.”

**Army and Marine Corps Gain and Maintain Access Concept**

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**Power Projection**

Army forces must gain entry through multiple means into multiple entry points IOT introduce decisive land force capabilities.
Major Army 2020 Ideas

- Redesign Brigade Combat Teams
- Improve Echelons Above Brigade (EAB) Mission Command
- Create a New ARFORGEN Model
- Maintain an Operational Reserve
- Project Power Despite Anti-Access/Area Denial Challenges
- Create Regionally Aligned Forces
- Integrate Special Operations and Conventional Forces
- Develop the Human Dimension
- Create 7th Warfighting Function
- Enhance Army Advisory Capability
- Review Logistics Concept of Support
- Focus Investment and Ensure Regeneration

Transition from today’s force to the Army of 2020 in an era of fiscal austerity and still accomplish all that the Army must do as part of the Joint force
Investment and Regeneration for the Army of 2020

INVESTMENT focuses on preparation – REGENERATION focuses on execution
Army 2020 Leader Development

Capture the Imagination and Experience of our Soldiers & Leaders

The Army Profession

Army Profession Campaign
- Defining our Profession
- Professional Certification
- Strengthening Standards
- Improving Feedback

Army Leader Development Strategy

- Broadening of Leaders
- Better Talent Management
- Rebalance the Pillars
- Develop Strategic Leaders

Innovative & Adaptive Soldiers and Leaders are the Key to Operational Adaptability
Army Learning Model
- Learning at the point of need
- Adaptive, career long learning
- Relevant, challenging context
- Technology enabled
- Soldier created content (wikis, apps)
- Self-structured and tracked learning
- Shift courses from instructor-centered lectures to collaborative, problem-centered experiences
- Tailor learning to the individual’s experience and competence level

Revolution in Training
- Ownership by Commanders
- Regional alignment of units
- Training based on real-world scenarios
- Blended training using live, virtual, constructive, and gaming systems
- Combat Training Center capabilities at home station
- Networked training domain accessible anywhere
- Scalable, high-fidelity replications of complex operational environments

Capture the Imagination and Experience of our Soldiers and Leaders
“It's tough to make predictions, especially about the future.”
Yogi Berra, Baseball Hall of Famer