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WORTH REPEATING

“The resulting strategic guidance that we articulate has several primary missions for the Joint Force that clearly requires a strong, versatile, expeditionary Army to meet our nation's security needs. Among them are deterring and defeating aggression, conducting irregular warfare, supporting counterterrorism, defending the homeland and providing support to civil authorities.”

— Chief of Staff of the Army Gen. Raymond T. Odierno, about the Army's 2012 strategic planning guidance that ensures Army resources are appropriately linked to strategy



U.S. Army Photo/PEO STRI

Soldiers practice their marksmanship skills on the Engagement Skills Trainer.

Marksmanship Training Simulator Key to Split-Second Reaction in Combat

By Rick Gregory, APEO Business Operations Support Staff

“This is my rifle. There are many others like it, but this one is mine. My rifle is my best friend. It is my life. I must master it as I must master my life. Without me, my rifle is useless. Without my rifle, I am useless. I must fire my rifle true. I must shoot straighter than my enemy, who is trying to kill me. I must shoot him before he shoots me,” chanted the trainees in the 1987 war film *Full Metal Jacket*.

Sgt. Maj. Patrick Ogden, PEO STRI's senior enlisted advisor who has served three combat tours, has seen the truism of that chant come to life. He would, however, change a part of that chant to read, “Without me and consistent, repetitive training, my rifle is useless.”

He knows from experience that only through repetitious learning experiences with their weapons will Soldiers be able to put steel

on target as if it's second nature.

“When Soldiers are in the heat of a firefight, they don't have time when they are about to pull the trigger to concentrate on the ‘breathe, aim, squeeze’ marksmanship technique they have been taught,” he explained. “They need to have a blink-of-the-eye reaction when they send a round down range to take out the enemy.”

He, and other Soldiers, feel the best way to accomplish this is through repeated training on the Engagement Skills Trainer (EST), a simulator that provides initial and sustainment marksmanship training, unit collective gunnery and tactical training, and shoot/don't shoot training.

“We need to put our Soldiers in the EST with their noncommissioned officers (NCOs) to refine their hand and eye coordination while

building the muscle memory required for instinctive reaction when firing their weapons,” Ogden said. “Units who consistently include the EST on their training schedules are finding it a valuable element in their training tool box.”

Soldiers from A Battery, 5th Battalion, 52nd Air and Missile Defense, 11th Air Defense Artillery Brigade spoke about the importance of the EST being part of their training tool box.

“I enjoy this type of training and I believe everyone should have more time training on this system before going out to a range to qualify,” said Pfc. Stephanie Hume, in an article in the Fort Bliss, Texas newspaper, *The Monitor*. “It's like allowing a pitcher to warm up in the bullpen before going into the game.”

Continued on page 12



COMMANDANT
U.S. ARMY WAR COLLEGE

March 19, 2012

Dear Dr. Blake:

I want to express my thanks for hosting the visit of the International Fellows (IFs) of the U.S. Army War College (USAWC) Class of 2012 on February 8, 2012. The frank and personal engagement with your speakers over a considerable period was an experience our students appreciated.

Please convey a special thank you to your staff for working so closely with the International Fellows Program staff. Their efforts ensured a smooth and enjoyable event for the IFs.

Thank you again for your support of this visit. We look forward to continuing this event as an invaluable educational and professional element of the IF experience at the USAWC.

"Prudens Futuri" -- Wisdom and Strength for the Future.

Army Strong!

Thank you!

Sincerely,

Gregg F. Martin
Major General, U.S. Army
48th Commandant

Dr. James T Blake, SES
U.S. Army Program Executive Office
for Simulation, Training and Instrumentation



ARMY GENERAL RECOGNIZES STRI

In February, PEO STRI hosted a group of foreign military officers participating in the International Fellows Program at the U.S. Army War College at Carlisle, Pa. During the visit, the senior-ranking officers received an overview briefing of PEO STRI and were able to experience some hands-on simulation demonstrations. For hosting the international fellows, Dr. Jim Blake, program executive officer for PEO STRI, received a note from Maj. Gen. Gregg Martin, commandant of the Army War College, thanking PEO STRI's staff for their support of the program.

U.S. Army Photo/Doug Schaub



U.S. Air Force photo/Tech. Sgt. Jeremy Larlee



U.S. Air Force photo/Tech. Sgt. Jeremy Larlee

LEFT: Afghan air force 1st Lt. Waheed Sediqe pilots a new Mi-17 simulator at Kabul International Airport, April 18. The state-of-the-art simulator is able to re-create numerous different challenging scenarios to test and enhance the pilot's aviation abilities. **RIGHT:** Lt. Col. Chas Tacheny, the deputy commander of the 438 Air Expeditionary Advisory Group, monitors two Afghan pilots as they use a new Mi-17 simulator at Kabul International Airport, April 18.

FLIGHT SIMULATOR PUSHES AFGHAN PILOTS' CAPABILITIES TO THE MAX

By Tech. Sgt. Jeremy Larlee, Air Force 438th Air Expeditionary Wing Public Affairs

Afghan pilots now have a state-of-the-art Mi-17 simulator here to hone their aviation skills in a safe environment.

Air Force Lt. Col. Chas Tacheny, the deputy commander of the 438 Air Expeditionary Advisory Group, said he has been involved with bringing the Mi-17V5 No-Motion Level 5 simulator to Afghanistan since July 2011 and he is impressed with the end result.

"In 21 years I don't think I have flown in a better simulator. Afghanistan has an extremely challenging environment for helicopters," he said. "The high altitudes in Afghanistan push the performance envelope of the Mi-17."

The colonel said the simulator provides a remarkable reproduction of the Afghanistan air space. He said it is important that the aviators are able to practice their craft in a low-risk environment.

Instructors are able to re-create numerous types of challenging weather conditions through the simulator. Aviators are also able to

train on night operations using night vision goggles and formation flying. Tacheny said they are also able to practice brownouts during landings which are one of the biggest risks to aviators in Afghanistan. The dusty climate can cause these dust storms to kick up with no notice and often blind pilots to all of their visual reference points.

These situations have been the cause of a few helicopter crashes in Afghanistan, explained Tacheny, who said being able to practice dealing with a stressful situation in a simulator is invaluable.

"In our history in Afghanistan we have gotten a lot of experience dealing with difficult situations," he said. "We can put before the Afghans those challenging scenarios and not have to worry about hurting personnel and damaging aircraft. We can repeatedly do this to further develop their capabilities."

Tacheny said a certain percentage of the flight deck had to contain original equipment that is in the actual Mi-17 helicopters. He said this level of realism will provide

positive benefits as well.

"The Afghans are touching the actual controls," he said. "So when they go to fly the aircraft there is not a habit transfer issue because it is the same material."

Afghan Air Force 1st Lt. Nasrullah Khosti said he has enjoyed his time in the new simulator and he feels it is an important step for his country.

"Every Air Force has to have simulators," he said. "This helps us fix our problems before we get in the aircraft."

He said the training he has gotten from advisers has been crucial to his development as an aviator.

"The advisers are very kind people and they help us a lot," he said "They have motivated us and shown us how to be the best pilots possible for our country."

Afghan Air Force 1st Lt. Waheed Sediqe was impressed with his time in the simulator as well. He said it felt just like he was in the helicopter. He is excited to use it to help him accomplish his lifelong dream.

"I'm very excited to be a pilot for my country. It has been my wish since I was a child," he said. "Every day when I wake up and I put on my uniform I'm proud. Because today is a day I can help my country."

DID YOU KNOW?

PEO STRI's PM CATT procured and fielded the Mi-17 flight training devices for Afghan pilots under the Foreign Military Sales process using Afghanistan security forces funds. The total contract is valued at \$10.3 million, and includes two flight simulators and the associated training and sustainment package.

No Shows, Academic Failures at Defense Acquisition University Resident Courses Bring Repercussions

By Rick Gregory, APEO Business Operations Support Staff

An increase in the number of “no shows” and academic failures in Defense Acquisition University (DAU) resident courses has caused consternation at the leadership level of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, or ASA(ALT).

It has become such a serious matter that Lt. Gen. William N. Phillips last month, in his role as director of Acquisition Career Management for ASA(ALT), issued a four-page memorandum outlining the repercussions both civilian employees and military members face when they fail to show up for or do not successfully complete the courses.

“I am very concerned about the Army’s increase in academic attrition and no show rates for ALT workforce members in the DAU resident courses that are required for certification,” he wrote. “These courses provide content critical for accomplishing our acquisition mission.”

He pointed out that being approved to attend a resident course represents a significant investment and commitment on the part of the Army as it takes employees away from their regular duties, uses up limited seat allocations the Army receives each year and incurs travel costs. The valuable seat is lost when an employee fails to attend or fails the course and, in the case of course failure, the person must repeat the course, which doubles the investment.

“In the current environment of budget reductions and high operational tempo, we face a challenge of judiciously conserving valuable resources, while still balancing the requirement to maintain professional acquisition certification and technical competency,” the general wrote.

He said he stands firmly behind the guidelines his predecessor, retired Lt. Gen. Joseph Yakovac, set that established timelines to ensure the ALT workforce meet certification requirements for their



U.S. Army Photo

Attendees listen to an instructor during a Defense Acquisition University resident course.

current position. Also still valid, he said, is Yakovac’s directive that the Army Acquisition and Training Program no longer fund developmental assignments or non-certification related training for any ALT workforce member who is not properly certified as required under the Defense Acquisition Workforce Improvement Act.

In his memorandum, though, Phillips expanded on that directive with emphasis on consequences for ALT workforce members who fail or are a no show for a resident DAU course required for their acquisition certification.

Specifically, course failures will result in:

- Ineligibility to participate in any of the following training programs: Acquisition Leadership Challenge Program, Acquisition Tuition Assistance Program, Advanced Civil Schooling, Competitive Development Group Program, Congressional Operations Seminar, Defense Acquisition University – Senior Service College Fellowship Program, Executive Leadership Program, Naval Postgraduate School, School of Choice and Training with Industry. They will remain ineligible for these programs until successfully meeting their certification requirements.

- Ineligibility for participation in any incentive programs, such as the Student Loan Repayment Program.
- Being automatically downgraded one level for their priority for re-enrollment and the organization will be required to fund the costs associated with retaking the course.

No shows for any resident DAU courses, even if the course is not required for certification, will face the following consequences:

- Ineligibility to participate in any of the following training programs: Acquisition Leadership Challenge Program, Acquisition Tuition Assistance Program, Advanced Civil Schooling, Competitive Development Group Program, Congressional Operations Seminar, Defense Acquisition University – Senior Service College Fellowship Program, Executive Leadership Program, Naval Postgraduate School, School of Choice and Training with Industry.
- Ineligibility to apply for Acquisition, Education, Training and Experience training and incentive programs for a period of one year starting on the last day of the scheduled resident course for which they failed to appear.

Dr. Jim Blake, PEO STRI’s program executive officer, has been emphasizing the importance of obtaining the appropriate certifications for several years and fully supports the ASA(ALT) memorandum. He also recognizes that success is a shared responsibility.

“Primarily, it’s the individual’s responsibility to ensure they are personally prepared before attending any course,” he said. “It’s their careers and they need to ensure they meet the certification requirements for their positions.

“It’s also a leadership role though, to ensure we provide them all of the tools available to assist them in meeting the objectives of the course. That includes assigning mentors to assist them in their preparations and encouraging them to seek assistance if they are facing difficulties in grasping certain areas of study.”

The finance directorate in PEO STRI’s Project Support Group is doing that and more when preparing their team members for two high-attrition DAU resident courses.

“We have instituted a training and mentorship program for Intermediate Earned Value Management and Business, Cost Estimating and Financial Management Workshop,” said Jim Golden, the associate chief financial manager for cost. “The students will benefit from this program through a combination of course-specific information and discussions via a classroom experience that include two to three hour lectures and practical exercises. To further prepare them, we are providing one-on-one mentoring with experienced cost or program analysts.”

Golden and Michele Gentile, associate chief financial manager for programs, are developing and leading the preparatory efforts that will begin during the two months leading up to the courses’ start dates.



PEO STRI Promotes Communication with Industry Stakeholders

By Jeffrey D. Claar, Acquisition Center Procurement Analyst

Discovery Channel's Emmy-nominated series "Mythbusters" aims to uncover the truth behind popular myths and legends by mixing scientific methods with gleeful curiosity and plain, old-fashioned ingenuity. Likewise, a misconception or myth in the acquisition community has been that industry days and similar events attended by multiple vendors are of low value. To dispel this belief, PEO STRI's Acquisition Center has taken on the role of "myth-buster" with the creation of PEO STRI Acquisition Center Procurement Administrative Lead Time (PALT) Industry Days.

In early February 2011, the Office of Management and Budget issued a "myth-busting" memorandum intended as an educational campaign on the misconceptions and facts surrounding communication with industry. The memorandum identified common communication misconceptions that were hindering agencies and directed the removal of unnecessary barriers to reasonable communication, promoting responsible and constructive exchanges with industry.

In August of that same year, PEO STRI hosted their inaugural PALT Industry Day, and the Principal Assistant Responsible for Contracting (PARC) Joseph A. Giunta, Jr. noted that it was "a means of providing the ground truth of PEO STRI's Acquisition Center procurement process."

Today, PEO STRI PALT Industry Days have grown exponentially, serving the contracting community, requiring activities and industry partners alike. The monthly PALT Industry Day provides the attendees with status of PEO STRI programs, ongoing procurements, and the opportunity for industry to request updates on specific procurements of interest in a question and answer type forum.

An underlying factor of these sessions is that the dialogue is driven by industry's questions and



U.S. Army Photo/

The PEO STRI Acquisition Center holds a monthly Industry Day, called the Procurement Administrative Lead Time, to facilitate discussions between the government and industry on contracting actions.

not a fixed government agenda. "The acquisition community can push information to industry leading to an educated partner on our own internal processes and policies. Likewise, in this setting our partners have been more open and comfortable with the sharing of information and, in turn, we attain better information for the acquisition community," Giunta said.

Industry seems to agree. David Manning, founder of StrategyONE Services, LLC, stated, "Communication has improved to the point where we now are beginning to build a trusting relationship between PEO STRI and industry." Manning went on to say that "it validates that PEO STRI senior leaders are committed to addressing industry's concerns

and issues."

Truth be told, senior leadership at PEO STRI hears industry loud and clear. Fran Fierko, deputy project manager for PM CATT, acknowledged, "Indeed, an element of trust is now building between the government and industry. We understand their concerns, and they better understand our constraints."

Pete Marion, assistant program executive officer for PEO STRI, said, "The consensus is a door has been opened that greatly facilitates the flow of real time, accurate info with industry."

Interestingly enough, an unexpected benefit has been realized from the PALT Industry Day sessions. Giunta noted, "At the end of the sessions, the gatherings have evolved into a sort of extended market research venue leading to further teaming opportunities."

Matt Fair, vice president of the Orlando-based operations at Tactical Micro seconded that with, "Not only have the PALT Industry Day sessions led to improved communication with the government, but the secondary effects (industry-to-industry communication) have also been significant."

Continued on page 8

READ ALL ABOUT IT! Acquisition Instruction Outlines Dealing with Industry

The Acquisition Instruction titled, "Communication with Industry," reference code AI 016, establishes a standard procedure for the entire PEO STRI workforce on when they can communicate with industry during the procurement process. The document highlights the importance of early, frequent and constructive communication between PEO STRI and its industry stakeholders with the goal of improving proposals from contractors. Improved proposals, acquisition professionals say, get a better product into the Soldier's hand faster at a fairer price to the taxpayer. This Acquisition Instruction, along with the 15 other instructional documents, can be found on PEO STRI's Knowledge Center under the "References" tab; they can also be accessed on the Acquisition Center's SharePoint site.

ORG DAY

APRIL 13, 2012 • R



Congrats to Org Day



MAY 2012

RED BUG LAKE PARK



Winner PM ConSim!



ACQUISITION CENTER LEADS STRI-WIDE COMMUNITY OUTREACH GROUP

By KeYanna Boone, Contracting Officer

Children rights activist Marian Wright Edelman was once quoted saying, "Service is the rent we pay for living." A group of individuals from the Acquisition Center took this adage to heart and recently established a committee to support local Combined Federal Campaign (CFC)-affiliated organizations.

The committee calls themselves Caring Hands Aiding Many Public Services or "CHAMPS" for short. Their goal is to identify, organize and lead volunteer projects once a quarter.

The team completed their first project in February, which focused on providing hygiene and snack packs for those in need through the Christian Service Center. The Christian Service Center is located in downtown Orlando and has several programs specifically designed to address the most prominent needs of those struggling in the Central Florida community.

The CHAMPS committee collected, assembled and donated close to 200 resealable zipper storage bags filled with individual hygiene and snack packs to the Christian Service Center. The hygiene packs included soap, shampoo, razors, toothbrushes and hand towels. The snack packs included applesauce, raisins, Vienna sausages, crackers and bottled water. The hundreds of hygienic and food items that could



U.S. Army Photo/Mr. Doug Schaub

A group of PEO STRI employees from the Acquisition Center who volunteer for a group they created called the Caring Hands Aiding Many Public Services deliver hundreds of care packages for Central Florida families in need.

not fit in a pack were packaged and donated in boxes.

The donations were delivered April 4 right before the Easter holiday. The Christian Service Center, through its Daily Bread Program, provided the hygiene and snack packs at their Easter Sunday lunch where they fed roughly

200 families and individuals. A representative at the Christian Service Center said "the Daily Bread clients were thrilled with the hygiene and snack packs on Sunday."

Members of the CHAMPS committee said they are excited to have successfully executed their

first project. "It was a privilege for us to be able to give back to the community," Molly Stoute, a committee member, said.

The committee members also said they look forward to organizing their next project and continuing to make a difference within the local community.

PEO STRI PROMOTES COMMUNICATION WITH INDUSTRY STAKEHOLDERS: *continued from page 5*

To further support communication with industry initiatives, the Acquisition Center recently implemented an Acquisition Instruction (AI) outlining internal policies and procedures on fostering productive exchanges of ideas with industry. Keeping true to abolishing old myths and breaking the paradigm, industry partners were provided access to the PEO STRI Acquisition Center's "Communication with Industry"

instruction, AI 016, immediately following full implementation across PEO STRI.

Contracting professionals within the Acquisition Center say early contact with industry not only benefits the government, but lends itself to helping industry.

The success of PEO STRI's PALT Industry Days over the past eight months has not gone unnoticed. Beyond communicating to obtain a better product and changing how

industry views the procurement process within PEO STRI, the local Navy contracting activity is now looking to get on board with such a forum based on PEO STRI Acquisition Center's success.

Tony Delicati, director of contracts for the Naval Air Warfare Center Training Systems Division (NAWCTSD), recently attended a session and expressed, "At industry's request, we are now exploring the opportunity to conduct this type

of venue for Navy acquisitions as well."

So while we may not be solving age old myths like "would a bull really cause destruction in a china shop?," we are, with forums like PEO STRI's PALT Industry Days, diffusing old communication myths by changing a culture within our acquisition community and restoring the credibility and transparency to the procurement process in the eyes of our industry partners.



TOWN HALL

THURSDAY, MAY 17 | 1:30 - 3:30 P.M.

REGAL CINEMAS, WATERFORD LAKES

SHOW YOUR TEAM SPIRIT AND WEAR TROPICAL ATTIRE TO TOWN HALL

WHAT DO YOU WANT TO HEAR ABOUT?

Do you have a PEO STRI-related question you want answered? Do you have a suggestion that would improve the workplace? Send topics, questions and suggestions to Gina Guerzon at georgina.guerzon@us.army.mil by April 30, 2012.

CITIZEN STRI

"As the old adage goes, 'April showers bring May flowers.' What's your favorite thing to do on a rainy day?"



"My favorite rainy day activity includes enjoying a Netflix movie marathon with my family."

- Maj. Freeman Bonnette, PM CATT



"A large bowl of Chunky Monkey ice cream combined with a day of watching old movies alongside my lovely wife."

- Tony Tipton, PM ITTS



"My favorite activities on rainy days are to work on my bikes, prepare a good meal, watch a good movie or take a nap."

- Mark Wilson, CSG

Want your opinion heard? Answer May's Question! The question is open to the entire workforce. If you were a Soldier training for deployment, what would be your PEO STRI product of choice? Send your response to Kristen.McCullough@us.army.mil and put Citizen STRI in the subject line.

HOLIDAYS Events

MAY 11
PM ITTS Change of Charter

MAY 13
Mother's Day

MAY 17
Town Hall Meeting

MAY 28
Memorial Day

INSIDE PEO STRI

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Team Orlando's Military Services Present

Take Our DAUGHTERS & SONS to WORK day

April 26, 2012





MARKSMANSHIP TRAINING SIMULATOR: *continued from cover*

Staff Sgt. Joseph Segura, the unit's training NCO, said the EST provides Soldiers a wide range of realistic training scenarios.

"Any scenario that we see out there, we can simulate in here," he said, as his unit was training with the simulator. "Options like climate control, time of day, precipitation and distance allow us to have the Soldiers train in the conditions we see fit. This gives the Soldiers realistic training in the digital age."

Ogden is so confident in the advantages the EST offers in marksmanship training, he has penned an article for Infantry Magazine to encourage leaders to use the simulator on a regular basis, especially for squad-level

training.

"Today's squad or team leader must be able to detect, direct, report and engage the enemy simultaneously," he wrote. "Every member of the squad must be so well trained in marksmanship that when they go through the motions of firing their weapons in the heat of battle it's as natural as blinking. The EST can do just that. It provides a replication of reality that has never before been experienced in the Army's training environment."

"The difference in the future of our small arms engagement is going to hinge upon the Army embracing the training simulators to gain the trigger time required to make our Soldiers the best small arms

marksmen and women in the world. That's what will give us the decisive advantage in the close fights."

Nathan Buckley, an EST training instructor at Fort Bliss who was quoted in the article, also believes the EST should get repetitive use.

"Because of the individual readouts, the EST allows our Soldiers to be given the specific attention that is needed," he said. "We can monitor the weapon's position and alignment, the shooter's position, the weapon's status and the breathing patterns of the shooters. The EST is great for bettering Soldiers' marksmanship and should be used more often."

With more than 830 EST systems fielded worldwide, including Kuwait and Afghanistan, Ogden

said there is no excuse for any of them to sit idle. Besides providing the repetitive training opportunity, they also save money.

In a 2009 study conducted at Fort Dix, N.J., on the cost avoidance savings when using the EST's simulated ammunition versus live rounds on a range, results showed a savings of more than \$3 million in ammunition costs. The study was conducted for the full year when 16,897 Soldiers trained on the EST.

Plans are currently underway to make enhancements to the EST, to include incorporation of current and future gaming technologies, the capability for Soldiers to use multiple weapons per lane and other upgrades geared more toward squad-level training.

TEAM ORLANDO



Courtesy Photo/AUSA Sunshine Chapter



U.S. Army Photo/Doug Schaub



U.S. Army Photo/Doug Schaub

Longtime friend of PEO STRI, Earle Denton (third from left), receives the Association of the U.S. Army (AUSA) Robert F. Cocklin award April 14 in Orlando, Fla. The award annually recognizes an individual who has made significant contributions to the Army and nation. Denton is pictured with Matt Fair, president of the AUSA Sunshine Chapter, retired Gen. Gorgon Sullivan, president of AUSA, and Dr. Jim Blake, PEO STRI.

PEO STRI, together with the Naval Air Warfare Training Systems Division, celebrate people of all cultures, ethnicities and backgrounds April 17 during its annual Diversity Day event at Warfighter Park. The event included cultural exhibits, food tasting, talent showcases and a presentation from some of Central Florida's wounded warriors.

PEO STRI and the Naval Air Warfare Training Systems Division put on the annual Jeans Day event April 19 in conjunction with the Earth Day celebrations on April 22. Employees from the organizations were encouraged to wear jeans so they were comfortably dressed to clean up their office spaces, throw away outdated work material and properly dispose of documents annotated as "for official use only."

IN PHOTOS