

INSIDE ^{PEO} STRI

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WORTH REPEATING

“ Would you go to a doctor who doesn't have on his or her wall a validation that they've been to a school and have been certified as a doctor? Would you go to a lawyer who is going to represent you in a court of law who hasn't been certified to practice law, or a graduate from a law school? I certainly would not! So, for acquisition professionals, certification is important.”

— Lt. Gen. William N. Phillips, principal military deputy to ASA(ALT)



U.S. Army Photo/Doug Schaub

Col. Stevan French, one of the officers supporting PEO STRI's constructive simulation efforts, demonstrates the Warfighters Simulation (WARSIM) program. This constructive simulation, which is at the forefront of PEO STRI's support of Full Spectrum Operations, trains and prepares Army and joint leaders and their staffs in offensive, defensive, stability and civil support missions.

PM CONSIM LEADS THE WAY IN TRAINING SOLDIERS FOR FULL SPECTRUM OPERATIONS

By Megan Jeffers, PEO STRI External Affairs Specialist

The U.S. Army Program Executive Office for Simulation, Training and Instrumentation is dedicated to its motto of putting the power of simulation into the hands of our Warfighters. PEO STRI also challenges itself to continuously better the tools and equipment it offers to the men and women in uniform. One of the PEO STRI shops at the forefront of this effort is Project Manager Constructive Simulation (PM ConSim), who provides constructive simulation systems that help prepare our Warfighters for Full Spectrum Operations.

PM ConSim offers many valu-

able products that better train our Soldiers and Army leaders. One of those systems, Warfighters Simulation, or WARSIM as it is more commonly referred, is a ground model constructive simulation that trains and provides mission-rehearsal capabilities for the Army and joint commanders, and their staffs. The program focuses on training armed forces for Full Spectrum Operations.

The focus of Full Spectrum Operations training is the need to prepare for offensive, defensive, stability and civil support operations. Developing leaders with competencies in counterinsur-

gency operations is crucial, and this means an increased focus on small unit and collective training, as well as continued use of live, virtual and constructive training domains.

“WARSIM is designed to support the full spectrum of conflict, from low-intensity irregular warfare capabilities through high-level intensity heavy metal combat,” said Mike Haddad, assistant project manager for WARSIM.

By mirroring the realism of a situation, WARSIM provides a two-way interface between the battle commander and staff for

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SO LONG PM FFS, THANKS FOR YOUR SERVICE

By Kristen A. McCullough, PEO STRI Public Affairs Officer

The project management shop that served as PEO STRI's liaison to PEO Integration in support of the Army's modernization efforts officially demobilizes this spring.

Since the office opened its doors in June 2003, Project Manager Future Force Simulation (PM FFS) was a customer support organization created at PEO STRI to support PEO Integration's Brigade Combat Team Modernization program (formerly known as Future Combat System, or FCS) and help them develop embedded training solutions.

"In this era of constrained budgets, the Army decided to reposition the funding going to the Brigade Combat Team Modernization's platforms and their em-

bedded training solutions," said Bob Capote, the PM FFS deputy project manager who's working the transition activities associated with the office's closing. As a result, PEO STRI no longer needs an office dedicated to supporting the Army's embedded training solutions.

Although the PM shop will go away, the people will not, with the exception of two employees who are retiring. All of the other employees working in PM FFS have been, or soon will be, filling vacant positions throughout the PEO.

"The employees of PM FFS did an outstanding job supporting PEO Integration and the Army's modernization efforts," Capote added.

Col. Perry Smith, the former-project manager for PM FFS, will retire from the Army in April. His retirement ceremony took place Feb. 22 after 28 years of service.

While serving as the PM for FFS, he managed the development of the embedded training capability for the Army Brigade Combat Team's modernization program.

"Perry exhibits a unique blend of leadership, visionary thinking, dedication and courage. These qualities make him one of the most talented acquisition leaders in the Army," said Dr. Jim Blake, the program executive officer for PEO STRI. "His unrelenting commitment to excellence and mission accomplishment is truly



Col. Perry Smith

Former Project Manager for PM FFS

in keeping with the Warrior Ethos and Army Values."

In addition to his assignment as PM FFS, Smith served at PEO STRI in two previous capacities: the assistant product manager for Air and Command Training Systems and the product manager for Live Training Systems.

The PEO STRI family wishes Col. Perry Smith the very best in his future endeavors.

AUSA WINTER SYMPOSIUM FOCUSES ON TECHNOLOGY

By J.D. Leipold, Army News Service

The Association of the U.S. Army's Institute of Land Warfare launched its 2011 Winter Symposium and Exposition in Fort Lauderdale Feb. 23 with panels and speakers focusing on emerging technologies.

Throughout the symposium, hundreds of defense companies opened exhibits that highlight new capabilities available to the Army as well as future prototypes ranging from hand-held weaponry to missile technology to protective combat wear and lightweight frameless vehicle prototypes.

The symposium opened with a presentation by Malcolm R. O'Neill, assistant secretary of the Army for Acquisition Logistics and Technology, who called for greater efficiency in the acquisition process, noting that on average it has taken about seven years to get the latest technology to the field.

Marilyn M. Freeman, deputy assistant secretary of the Army for Research and Technology, said



U.S. Army Photo/J.D. Leipold

The products of more than 200 companies were on exhibit at the Association of the U.S. Army's 2011 Winter Symposium and Exposition in Fort Lauderdale, Fla., Feb. 23-25. The theme for the symposium was "The Army's Campaign of Learning: Creating a Competitive Advantage through Adaptive Leaders and Versatile Units."

science and technology will provide focus and solutions to close high-priority gaps in air, ground and Soldier systems. She added that the most complex weapon system is still the Soldier and that they need all the help science and technology has to offer to continue as a dominant force and peace-

keeper.

Challenging Army leadership and the defense industry, Freeman told the audience to bring their ideas and thoughts forward: "My challenge to you is to be a partner to change."

Brig. Gen. Peter N. Fuller, program executive officer for PEO

Soldier, discussed Soldier lethality, survivability and concerns over the weight load Soldiers are carrying. Fuller first addressed weapon improvements, such as the M4 carbine, which will sport a heavier barrel that will give Soldiers a higher rate of fire and will have flash suppressors.

Survivability projects included a generation II Improved Outer Tactical Vest, which along with the enhanced combat helmet, are both lighter. Fuller noted new fire-resistant materials are being used in uniforms to protect Soldiers from head to toe. Enhanced night-vision goggles and the new Afghanistan camouflage pattern have also been added to help Soldiers in the operating environment.

A major concern to Fuller is the additional weight that each new improvement to lethality and survivability brings to the Soldier. He said the challenge will be to balance evolutionary and revolutionary changes.

"Not all Soldiers need the same equipment," he said.



Q&A: Preparing PEO STRI for an 'Unpredictable' Future

Interview with Scott Pulford, PEO STRI's Strategic Integrator

WHY IS STRATEGIC PLANNING SO IMPORTANT TO PEO STRI?

Strategic planning is a systematic way of planning for the future of our organization and our mission. The Strategic Plan allows the organization to align its activities to support achieving PEO STRI's mission and goals. It is the process to organize and define who we are—our purpose and mission. And looking out over a period of time, we can define what we want to become—our vision. The planning process allows us to determine and define our goals and supporting objectives to execute our mission while setting the conditions for the future of the organization. It encourages looking at the internal workings of the organization to determine what it will need—and the workforce is a part of this—to succeed in hitting its strategic goals, not only in the short term, but also the longer term. The strategic planning process allows us to be more proactive to our changing environment rather than reactive to it.

WHO PARTICIPATES IN STRI'S STRATEGIC PLANNING?

The senior leaders in the organization, including the deputy program executive officer (PEO), the project managers, the assistant PEOs, and the principal assistant responsible for contracting, are the primary creators of our Strategic Plan. Dr. Jim Blake, the PEO, provides his guidance and intent that is used by the senior leaders to build and revise the Strategy Map. Over the course of fiscal year 2010, the senior leaders revised PEO STRI's previous Strategy Map based on all of the activities and accomplishments the organization made in the previous 24 to 36 months. The senior leaders used 2011 to 2015 as the planning horizon for the current Strategy Map taking into account the Army's shift back to Full Spectrum Operations training, the increased homestation dwell time that units will expect as troop levels in Iraq and Afghanistan come down, and the emergence of new customer organizations and agencies requiring the PEO's support. Ultimately, the plan is approved by the PEO, but it takes the entire workforce to accomplish the goals and objectives included in it.

WHY BOTHER PLANNING IN AN UNPREDICTABLE WORLD?

Planning allows us to adapt to changes in the environment in a proactive way. Strategic planning should take into account that the world is somewhat unpredictable. When you incorporate that fact as an element that needs to be considered in how the organization will accomplish its mission in that changing world, you end up with a strategic advantage. What emerges is a strategy that accounts for and plans for unpredictability.

WHAT ARE THE KEY ELEMENTS OF OUR CURRENT STRATEGY?

Our strategy is built around four pillar goals that directly support the organization's vision and mission statement. They are:

- Executing our core mission to support a Full Spectrum Operations training environment.
- Moving key training enablers into the Army's integrated training environment.
- Developing the acquisition expertise of our military and civilian workforce.
- Achieving and maintaining excellence in our contracting activities.

Each of these goals is supported by a structure of objectives and initiatives that allow the organization to achieve them. Over the month of February, the strategic planning team has presented a series of four computer splash screens that give the workforce some context beyond just the words in each objective; they show everyone in the organization plays a role in reaching those goals set by the senior leaders.

HOW IS THE STRATEGIC PLAN BEING EXECUTED?

Within the Assistant PEO for Business Operations is a small team that monitors, facilitates and maintains progress updates of the organization against the Strategic Plan. Greg Harrison and Linda Achee have supported the PEO for the last several years as the catalyst for the strategy map and ensuring that it remains nested and in support of ASA(ALT) and Army Strategic Plans. But where the Strategic Plan's "rubber meets the road" is in the tactical action teams that many of PEO STRI's workforce have been a part of. Each group is a multifunctional team with representatives from across the organization that are chartered to attack a specific problem set within the organization and develop a solution set that can be institutionalized as a part of our standard operations. The senior leaders provide the guidance for each team lead, and they prioritize which objectives and initiatives will be taken on, and when.

WHAT ARE THE OBSTACLES TO EXECUTING OUR STRATEGY?

Long range planning is not easy stuff. Everyone is already decisively engaged in the "here and now" 50-meter targets, which makes it tough to concentrate on targets that are out beyond 300 meters. There are also resources required to execute a Strategic Plan, not necessarily resources in terms of dollars, but in terms of people and their time. Communication is also a barrier that must be addressed. Sometimes it's difficult to understand "why should I care" when you're focused on the next test event, funding drill or e-mail from a site saying the

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The graphic features the PEO STRI logo at the top. Below it, the VISION and MISSION statements are presented. The VISION is: "The Acquisition and Contracting Center of Excellence Providing Simulation, Training and Testing Capabilities for the Nation's Security." The MISSION is: "Provide Simulation, Training and Testing Capabilities for the Nation's Security." Below these statements, the ENDS (STRATEGIC OBJECTIVES) are listed in four yellow boxes: 1.0 - Provide STRI capabilities to support Full Spectrum Operations; 2.0 - Ensure capabilities meet the needs of the Integrated Training and T&E Environments; 3.0 - Develop a workforce with expert level acquisition, technical, and leadership skills; 4.0 - Promote and sustain excellence in the execution of contracting activities. The background of the graphic shows soldiers in military gear.

PM ITTS Transitions Enterprise Network to White Sands Missile Range and Exceeds Army Goals

By Juan B. Orozco and Darryll Mathias, PM ITTS staff

The Digital Network Migration (DNM) project officially transitioned Feb. 2 from the developer agency, Project Manager for Instrumentation, Targets and Threat Simulators (PM ITTS), to the user activity, White Sands Missile Range (WSMR).

The four-year project was initiated in 2006 and concluded in 2010 with a \$29.5 million budget. The project remained on schedule, within budget, exceeded performance and met Army comptroller goals for both obligation and disbursement of funds.

WSMR is a tri-service facility for test, evaluation, research and assessment of military systems and commercial products. The range offers a broad assortment of testing capabilities and infrastructure, from management of the largest open-air and overland missile range in the hemisphere to environmental testing chambers and computer modeling laboratories. The range possesses extensive capabilities and infrastructure used by the Army, Navy, Air Force, NASA and other government agencies, as well as universities, private industry and foreign militaries.

In order to meet the needs of its customers and comply with U.S. Army transformation directives to provide a net-centric environment, WSMR had a requirement to implement and migrate to a Global Information Grid (GIG) network model. The DNM project managed by PM ITTS was the significant enabler to achieve these net-centric Army goals.

The DNM project deliverables align with the Army's transformation initiatives in providing secure, reliable connectivity to range customers and complies

with Department of Defense GIG architecture. This new capability is the Test Support Network-Internet Protocol (TSN-IP) enterprise network and complies with Army and industry transport standards such as Internet Protocol version 6 and Dense Wave Division Multiplexing, which is at the forefront of optical transmission communications.

In addition, the DNM project integrates 82 instrumentation sensor systems (i.e., radar, telemetry, optical trackers, range

ing all these different instruments and ensuring they are capable of communicating with each other provides for a common operating environment to effectively support test and evaluation operational missions.

The delivery of DNM capabilities has postured WSMR in a state of high readiness to securely support upcoming Army Test and Evaluation programs such as Brigade Combat Team Modernization, Warfighter Information Network-Tactical, Patriot, Mul-

the electronic footprint.

The presiding officer for the transition ceremony, Brig. Gen. John Regan, commanding general of WSMR, noted the key factor for the outstanding success of the project was the performance of PM ITTS and the DNM integrated project team. He said it was truly a joint effort; the team was led by the PM ITTS project director and composed of functional experts from across WSMR. Not only did the team meet all the acquisition program baseline requirements, but it also leveraged a \$1 million cost avoidance documented in a value engineering proposal. The savings translated into an expanded capability for remote access to the network. Fourteen additional instrumentation sensor suitcases were provisioned to WSMR, expanding the range capabilities to provide quick response connectivity for range customers to the TSN-IP enterprise network.

Expressing his appreciation for Regan's remarks, Col. Mike Zarbo, project director for PM ITTS, offered, "not only does DNM complement the outstanding test support WSMR is already providing its diverse customer base, it also plays a critical role in White Sand's ability to execute the new VCSA's (vice chief of staff of the Army) initiative for testing integrated networks.

"The DNM project is yet another great success story of the outstanding work PM ITTS is doing in support of the White Sands Missile Range," Zarbo continued. "Just knowing how much our teammates at White Sands appreciate what PM ITTS brings to the table really motivates the team. I'm proud of our team. They did a fantastic job with this effort."



U.S. Army Photo/ Daniel Saenz

Mr. Robert S. Carter, executive director at White Sands Missile Range, and Col. Mike Zarbo, project manager for Instrumentation, Targets and Threat Simulators, signed the formal Digital Network Migration transition memorandum Feb. 2 at White Sands Missile Range.

control processing centers, target control, GPS and meteorological) into the TSN-IP enterprise network to reliably distribute voice, video and data across the entire 4,000 square mile expanse of WSMR. In nearly every test conducted on the range, data is collected from a wide variety of sources. Optics, telemetry, radar and dozens of other instruments and sensors collect performance data and are then viewed and recorded by test officers. Integrat-

ed with minor adjustments to



PEO STRI Honors Longtime Employee, Friend

By Kristen A. McCullough, PEO STRI Public Affairs Officer



PAT SPANGLER

Pat Spangler, 61, an assistant program executive officer at PEO STRI, passed away Jan. 31.

Spangler was born in Harlingen, Texas. He attended

Texas A&I University earning a degree in electrical engineering, and received a master's degree in industrial engineering from Texas A&M University.

With more than 36 years of civil service, Spangler served in various positions with the Army, Air Force and Navy. His career began with the Army in the maintainability engineering program at Red River Army Depot, in Texarkana, Texas. He then served as a maintainability engineer at the U.S. Army Aviation and Missile Command in Huntsville, Ala.

Following a short assignment as an industrial engineer with the Air Force at Kelly Air Force Base in Texas, he transferred in 1978 to the Naval Training Equipment

Center in Orlando.

After several engineering assignments with the Navy, he returned to the Army in 1984 where he joined the Project Manager for Training Devices (PM TRADE). Since that position, Spangler served in successive technical and leadership roles, to include a project director for PM TRADE, the deputy project manager for PM Combined Arms Tactical Trainers and his most recent assignment as an assistant program executive officer.

Throughout his career, Spangler made enduring contributions to the Army. He was the architect for constructive simulations in the late 1980s. He helped mold the organizational

design of PEO STRI when it transferred from the Simulation, Training and Instrumentation Command. Most recently, he masterminded PEO STRI's civilian compensation and award system, and guided strategic planning initiatives.

Spangler dedicated much of his life to PEO STRI, and is sorely missed by the PEO STRI family and community. Many STRI employees and alumni attended his funeral mass Feb. 9 at Saints Peter and Paul Catholic Church in Winter Park, Fla. He was laid to rest at Saint Mary's Cemetery in Macon, Mo.

To recognize and honor Spangler, his family asks that donations be made to any charity in his name.

A NEW AND IMPROVED ONLINE TRAINING DATABASE UNVEILED FOR ACQ. WORKFORCE

By Megan Jeffers, PEO STRI External Affairs Specialist

It's out with the old and in with the new for the U.S. Army Program Executive Office for Simulation, Training and Instrumentation's (PEO STRI) workforce training site. The Total Employee Development (TED) link on the Workforce Development page of PEO STRI's internal website will no longer be used for class registrations. Instead, the organization is moving toward using the Career Acquisition Personnel and Position Management Information System (CAPP MIS) site which is already used by several government agencies outside of PEO STRI.

"It's been a behind-the-scenes transition," said Jean Burmester, PEO STRI's chief workforce development man-

ager. While the plug on TED has not been pulled yet, Burmester said the Workforce Development Office is working on getting the word out to employees on CAPP MIS.

The phase-out from TED to CAPP MIS is already underway. This change is being supported by Lt. Gen. William Phillips, the principal military deputy to the assistant secretary of the Army for acquisition, logistics and technology.

The decision to switch from TED to CAPP MIS was due to the need for more accurate data recording for tracking employee training and class hours. With TED, there was a lag in the information being passed to the Army's CAPP MIS system. This delay resulted in CAPP MIS not always reflect-

ing the most up-to-date data.

"The fact that TED is not what the Army [leadership] looks at is why we moved away from it," Burmester said. Last year, for instance, Army leaders, who access only the CAPP MIS report, were unable to see all of the training PEO STRI employees had undergone because TED did not transfer 100 percent of the information to CAPP MIS. As a result, the Workforce Development Office had to manually transfer hundreds of files.

A benefit of the new system is that it empowers supervisors and employees to manage their own training and career development, Burmester explained. CAPP MIS allows employees to easily access and review their independent

development plans and, unlike with TED, they can enter free text in the class field if the course does not automatically show up in the defined list. CAPP MIS not only returns the approval function to the supervisor, but allows for the supervisor to quickly and easily view the most current information when reviewing and approving an employee's individual training plan, Burmester said.

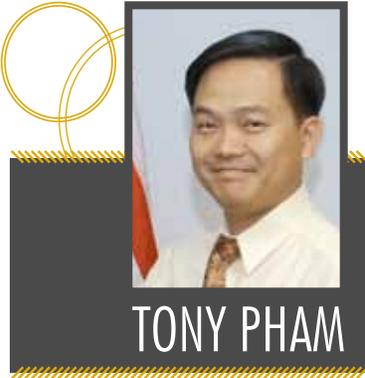
The Workforce Development Office conducted classes in January for the acquisition workforce on the use of CAPP MIS. Hour-long training classes were offered at PEO STRI to introduce CAPP MIS to the workforce and allow fa-

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Acquisition Academy's First Graduates Share Their Experiences After Two Years in the Workforce

By Rick Gregory, APEO Business Operations Support Staff



TONY PHAM

For 17 years, Tony Pham concentrated on two things – filling the beds of the hotels he ran and the stomachs of the diners at the restaurants he managed. Accomplishing those goals, however, left him restless and hungry in his search of a fulfilling career.

Shortly after receiving his Master of Business Administration degree from Webster University, he found his calling. Along with 20 other students, he joined PEO STRI's first Acquisition Academy in July 2008.

While the three-month Academy provided him and his classmates the basics of government contracting, he said being in the work rotation among the project management shops and attending Defense Acquisition University (DAU) courses have really helped solidify what he learned.

"I learned a lot during the Academy, but I am especially proud of being able to apply what I learned at a DAU course in my daily practice," he explained. "While working in Project Manager for Field Operations, I suggested we issue a Change Order to execute an urgent action for a task order. As a result, we were able to take action right away to avoid any interruptions to the operations

at Camp Buehring, Kuwait."

On his first rotation, Pham supported Project Manager for Combined Arms Tactical Trainers where he worked on the Advanced Gunnery Training Systems, the Medical Simulation Training Centers and the Bradley Maintenance Training Systems, among other projects. Currently, he is working with Project Manager for Training Devices supporting PM Live Training Systems on several legacy contracts including the Multiple Integrated Laser Engagement System (MILES).

Coming from the hotel and restaurant environment where "the customer is always right," Pham said he had to quickly learn that the adage doesn't always apply in the government contracting field.

"While we are here to support our customers, the Warfighters, I have learned that we need to keep in mind that they may not know all of the contracting regulations," he explained. "We need to remember that we are their advisors and subject matter experts when it comes to contracting. We need to support them, but also help them through the contracting process."

Besides that advice for future interns, he recommends that they take the initiative to seek out someone to help them along the way once they graduate from the Academy and join the workforce.

"Having an on-the-job mentor has been very helpful to me," he said. "I would advise any future Acquisition Academy graduate to not wait for a mentor to be assigned to you. Go out and find one who you are comfortable with. They are

a tremendous help in getting and keeping you on the right track."

Speaking of being on the right track, Pham said that's exactly where his career is now. He said attending the Acquisition Academy and joining PEO STRI has been one of his best career choices.

Lauren Bushika also was



LAUREN BUSHIKA

faced with a career choice back in 2008. Graduating from Stetson University with a Bachelor in Business Administration degree, she was working for an advertising agency before attending the Acquisition Academy. While working in a field that helps influence people's decisions, she had the desire to do something more meaningful.

"I decided that I wanted to make a career change that would help me be a part of something bigger," she explained. "Working as a civil servant in the ever-evolving acquisition field presented me with a career that would not only allow me to use my business background, but to also make a daily contribution to helping our Warfighters."

Like Pham, she took the leap and found herself among other students with varied backgrounds digging into the details of learning the job of a contracting specialist with PEO

STRI. During the Academy, she and her classmates completed coursework that covered everything from an organizational overview and project manager-specific briefings to detailed presentations on the many facets of Army contracting.

She said the Academy did a great job in prepping them for the challenges they would face in the day-to-day contracting world where a contract specialist has to "hit the ground running to actually apply in a timely manner all of the information you have learned."

Her advice to future Acquisition Academy students is to be a sponge during their almost three month learning period.

"I encourage them to really pay attention during all aspects of the training; take good notes and absorb all of the information that is presented," she said. "It is a lot to learn in 11 weeks, but the students will be surprised at how much information is retained when they get on the floor and start working."

Since graduating from the Acquisition Academy, Bushika has worked on many key projects including assisting in the early stages of the Synthetic Environment Core Common Virtual Environment management competition that had an estimated ceiling of \$222 million. Though that project had a high dollar value, she doesn't feel any of the projects she has worked on tip the scale in favor of the other.

"No one task I have been given really stands out over another one," she said. "I truly feel that every effort we undertake at PEO STRI is equally important."

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ITTS' COUNTER-THREAT PROGRAM NAMED TEAM OF THE 1ST QUARTER

By Kristen A. McCullough, PEO STRI Public Affairs Officer

Military aircraft fly low and move slow during takeoffs and landings, making them big, vulnerable targets to enemies who deploy man-portable air defense systems with infrared seekers.

When the Department of Defense's Test Resource Management Center and the Office of the Secretary of Defense's Center for Countermeasures needed a simulator to train air crews on overcoming the growing and prevalent threat, they turned to the Project Manager for Instrumentation, Targets and Threat Simulators (PM ITTS).

The team assigned to contracting for the Multi-Spectral Sea and Land Target Simulator (MSALTS) program built a strong relationship with the customer, led them through the rigors of the source selection process and awarded a \$56 million contract.

For their work, they were named PEO STRI's team of the first fiscal quarter for 2011 during the Town Hall Meeting Feb. 3 at the Regal Cinemas Waterford Lakes. "The team is excited to be recognized for its hard work and dedication to this task," said Nikki Bui, the project director for MSALTS. "Planning and executing a new acquisition is always a challenge, and this was no exception."

In addition to Bui, seven other members made up the MSALTS team: Jackie Bushway, contract specialist, Angie Fernandez, program analyst, Lynn Johnson, cost analyst, Tom Montgomery, operations research analyst, Bryan Naquin, PEO STRI attorney supporting PM ITTS, Brian Stockbridge, engineering intern, and Glenda Torres, contracting officer.

"I'm extremely proud of the savvy of the PM ITTS' program

management team who kept this effort on track. I'm also fully impressed with the competence of the contracting team assigned to this task," said Col. Mike Zarbo, the project manager for PM ITTS.

The PM ITTS group was selected as the team of the quarter for the acquisition expertise they demonstrated to their customers in awarding the MSALTS contract.

"Awarding the MSALTS contract is one of the proudest moments in PM ITTS," Zarbo said. "The team worked extremely long hours seeing [the contract] through to completion. The contract was fully competed and awarded on the timeline that was promised, with no [contractual] protests."

"We certainly lived up to our great reputation with the Test Resource Management Center, and exceeded the expectations of the Center of Countermeasures, a very demanding customer," Zarbo said. "This award is really well-deserved."

MSALTS is a simulator that supports the test and evaluation of the countermeasure and missile warning systems on aircrafts for both on-land and at-sea operations. "Aircrafts have special missile warning systems or countermeasure systems installed to promote aircraft survivability. In order to test these systems in an operational environment, we have to make the aircraft think that a missile is coming at it, but we can't fire live missiles at the aircraft. MSALTS

will track the aircraft and fire a simulated missile to test the countermeasure and missile warning systems," Bui said.

MSALTS will be fielded at a variety of locations, including the Center for Countermeasures at White Sands Missile Range, N.M., the Naval Aircraft Warfare Center - Weapons Division at China Lake, Point Mugu, Calif., the Naval Aircraft Warfare Center - Aircraft Division at Patuxent River Naval Air Station, Md., and other ranges such as Cherry Point Marine Corp Air Station, N.C., and Eglin Air Force Base, Fla.

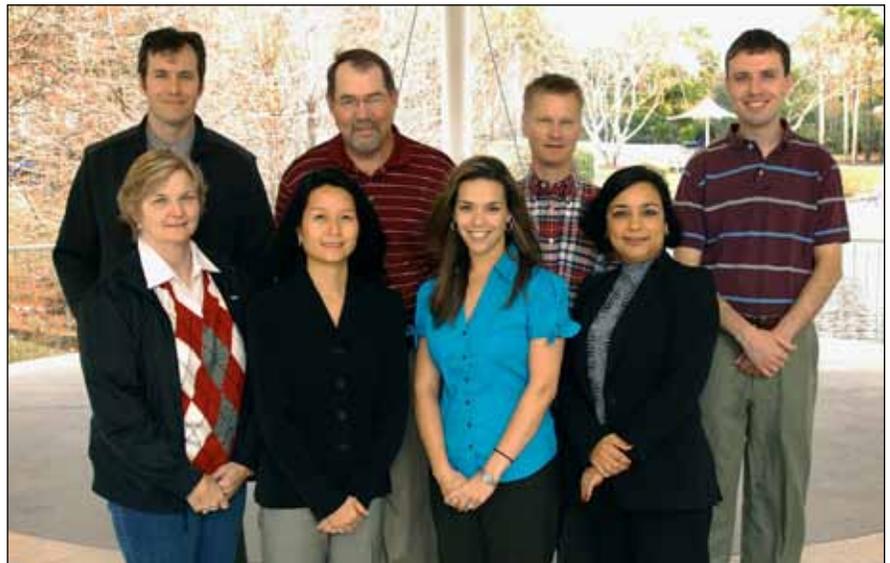
MSALTS will also

support sea-based testing on range-support ships, such as sea-borne powered target platforms at Point Mugu, Calif., Patuxent River, Md., and Norfolk, Va., and other ships of interest, including operational fleet surface ships. For more information on the MSALTS program, visit <http://www.peostri.army.mil/PRODUCTS/MSALTS/>.



Image Courtesy of PM ITTS

The Multi-Spectral Sea and Land Target Simulator fires a simulated missile at an aircraft to test its missile warning systems or countermeasure systems, which promote aircraft survivability.



U.S. Army Photo/Doug Schaub

The Project Manager for Instrumentation, Targets and Threat Simulators' Multi-Spectral Sea and Land Target Simulator program was named PEO STRI's team of the first fiscal quarter for 2011 during the Town Hall Meeting Feb. 3 at the Regal Cinemas Waterford Lakes. Team members include (left to right, front to back): Angie Fernandez, Nikki Bui, Jackie Bushway, Glenda Torres, Bryan Naquin, Lynn Johnson, Tom Montgomery and Brian Stockbridge.





Another alumnus of the first Acquisition Academy, Terri Harvey, said she really enjoys working at PEO STRI and would advise future interns to approach their jobs with lots of enthusiasm.

“I would tell future students to be very proactive and assertive as contract specialists,” she said. “I would also recommend they determine their acquisition career goals early on in the intern program so they can take the necessary steps to work toward those goals.”

Harvey, who has a Bachelor of Science degree in psychology from Bethune-Cookman University and a Master of Business Administration degree from Nova Southeastern University, was working in the insurance and car rental industries when she took her goal-oriented step. A career tip from a relative led her to PEO STRI.

“I joined the acquisition field because I felt the work would be both challenging and rewarding,” she explained. “I was fortunate to learn firsthand about working in this career from a relative who works as a contract specialist.”

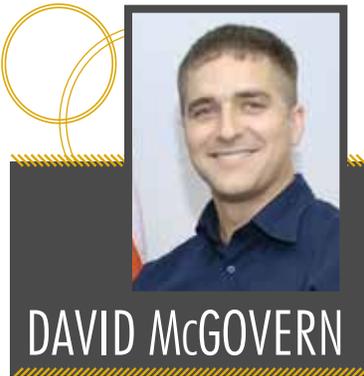
Neither her relative’s advice nor the work at PEO STRI has let down her expectations.

“Probably the biggest challenge has been learning the different management styles and expectations of the various contracting officers or senior specialists I have worked with,” she said. “After working with someone for a year or so, when

you rotate to another PM and new contracting officer, it can be a challenge to adapt to the new environment.”

As for the rewards of the job, they have come from working on important, high-value tasks. One that she is particularly proud of was a cost-plus-fixed-fee contract that involved a memorandum of agreement between PEO STRI and the PEO for Command, Control and Communications – Tactical. As well, during her rotation with PM Field Operations, she provided contracting support for the Battle Command Training Systems program that had a value in excess of \$88 million.

David McGovern also works



with high-value contracts now, but he can’t put a dollar value on the work he did prior to starting the Acquisition Academy. As an emergency medical technician at Florida Hospital, he worked alongside doctors and nurses providing immediate medical care to patients.

He has also found it easier to work on awarding contracts than collecting money from people.

“I also got involved in the business aspect at Florida Hospital, basically processing insurance and registering patients in the emergency room,” he explained. “I also had to collect money from people who did not want to pay. I’ve been called every name in the book from people who got offended when they were asked to pay for emergency room treatment.”

While he now enjoys just being referred to by his birth name, he said changing from that adrenaline-pumping work to the more sedate workday in the acquisition field was a big change.

“Transitioning from working as an emergency medical technician to an office environment has been my biggest challenge,” he said. “There are a lot of policies and procedures to follow and meetings to sit through, but I am very proud of the progress I have made learning my job as a contract specialist.”

McGovern, who graduated from the University of Central Florida with a Bachelor of Science degree in business management, has worked on various projects since graduation, including the OneSAF, Systems Engineering and Technical Assistance and Common Army Ranges and Targets Systems contracts.

His advice to future Academy students is to find a mentor who they can turn to for assistance as well as to do their best to learn as much as they can in the contracting field.

Like Pham, Bushika and Harvey, McGovern is glad he took the initiative to apply for the Acquisition Academy and

become part of PEO STRI’s acquisition force. They aren’t the only ones, though, who are happy that they made career changes.

Joe Giunta, PEO STRI’s director of the Acquisition Center and principal assistant responsible for contracting, has nothing but praise for the Acquisition Academy and the quality of employees it sends to the workforce.

“I have been extremely impressed and pleased with the progress of all of our Acquisition Academy graduates,” he said. “I have been told by both our contracting senior leaders and the project managers that the graduates are very enthusiastic and extremely dedicated to the mission and to learning their functional skills.

“It is clear to me that the Academy is doing a great job of providing our interns with a solid foundation from which to start their government careers regardless of career field,” Giunta added. “From my personal observations and experience, they are a tremendous asset to our acquisition teams and are making significant contributions in our ability to execute the PEO STRI contracting mission.”



POSH Training Mar. 1-3

Colors Mar. 4

SHAPE Basketball Tournament Mar. 10

St. Patrick’s Day Mar. 17

Leadership Development Seminar .. Mar. 18

GameTech Users’ Conference Mar. 22-25

Protocol TIP OF THE MONTH

By Marge Hadbavny, Protocol Officer

Be Helpful at a Trade Show or Convention

When an organization has a booth at a convention or trade show, it is viewed as a host to all visitors attending the event. Employees working in the booth are perceived to be knowledgeable about the event even if they are visitors to the venue city themselves. It is important that all employees working in a booth familiarize themselves with the event schedules and amenities such as the location of the restrooms, exits and food vendors.

Being helpful to a visitor can be wonderful PR for an organization. The visitor may not be a potential customer, but they will remember your organization name and speak highly of it in the future.

Tip Courtesy of the
Etiquette School of Ohio



CITIZEN STRI

“What do you like best about PEO STRI Town Hall meetings?”



“Town Hall meetings have become more focused on information that is useful to accomplishing our mission. In my opinion, the leadership should always ensure that the focus of the meeting is to increase the effectiveness of the workforce.”

- Aaron Brown, PM Field OPS



“My favorite parts were the entire theme and having the program managers describe their accomplishments in two minutes or less. I thought I was going to see one of the presenters do push-ups for going over the time limit. That was great.”

- Joan Hart, PSG



“The presentations are entertaining as well as informative. It gives me a preview of the PEO STRI mission to support our Soldiers and Warfighters.”

- Teresa Merrell, PSG

Want your opinion heard? Answer March's Question! The question is open to the entire workforce. *“March 17 is St. Patrick's Day; a time when we wear green, eat corned beef and think about the luck o' the Irish. In keeping with that sentiment, what's the luckiest you've ever gotten?”* Send your response to Kristen.McCullough@us.army.mil and put Citizen STRI in the subject line.



scenarios such as war termination and post-conflict operations. “We’ve added a lot in the areas of irregular warfare over the past eight years,” said Rick Copeland, PM ConSim’s deputy project manager. “In particular, the simulations focus on winning the hearts and minds of the locals.”

Though some scenarios are predictable, Copeland explained they are often altered to reflect varying situations. Called MSELs, or Master Scenario Event List, these “curve balls” reflect the very real unpredictability of an event.

For example, he said, imagine a commander does not respond to an event to the satisfaction of the local population, and their approval of his actions declines. This singular event can trig-

“WARSIM is designed to support the full spectrum of conflict, from low-intensity irregular warfare capabilities through high-level intensity heavy metal combat.”

Mike Haddad

*Assistant Project Manager
for WARSIM*

ger a chain of reactions. Maybe more IEDs are planted, and if he doesn’t react correctly, they will go off. How should he respond to this threat?

“Our tools allow the commander to be trained with operations occurring simultaneously,” Copeland continued, “and, two-way interfacing is key. Our environments provide training for the battalion commander and staff

and allow their actions to be replicated.”

This provides a better level of service, he said, and is a leap over legacy constructive simulators that did not provide this interface.

This two-way interface was modeled in the fall of 2010 when WARSIM was successfully used by the U.S. Army 2nd Infantry Division in Korea for command post exercises. It is now the main ground model for full spectrum exercises.

In addition to WARSIM, constructive simulation is also placing a heavy focus on its OneSAF, or One Semi-Automated Forces, system and its relation to Full Spectrum Operations.

By allowing the commander to interact with the model, the role player can control the order of the battle, Copeland said. OneSAF simulates aspects of the contemporary operating environment and the effects on simulated activities and behaviors, which are then modeled for both combat and non-combat operations.

“This is trend-setting,” Copeland said. While the basic model focuses on ground combat, the U.S. Army Space and Missile Defense Command, for example, can build models for its systems into OneSAF. Exercises that focus on more condensed behaviors can be tailored to meet the specific needs of the current operation.

That aspect of tailoring the system to meet current requirements was displayed in October 2010 during a three day event in which a OneSAF training event took place at Camp Shelby, Miss.

“The 4th Brigade, 75th Battle Command Training Division trained using OneSAF to support the mobilization command post exercise for the development of the 116th Heavy Brigade



U.S. Army Photo

PM ConSim’s One Semi-Automated Forces (OneSAF) program is demonstrated by the former OneSAF product manager, Col. Rob Rasch. OneSAF represents one of the programs that makes PEO STRI at the cutting-edge of training Soldiers for Full Spectrum Operations.

Combat Team to Iraq,” said Col. Karen Saunders, project manager for Constructive Simulation, at PEO STRI’s quarterly Town Hall Meeting held Feb. 3.

Reiterating the importance of the systems, Copeland said: “The key to me is the level of automation, the realistic behaviors of the models and the two-way interface to command and control.

“Key for WARSIM and OneSAF is they were originally conceived for primarily offensive and defensive major combat operations,” Copeland continued. “They each have evolved, however, and remain relevant for both that operational environment and for the full spectrum environment as well.”

While both systems reflect real-life scenarios, it is their advancement over previous versions and systems that put them in the forefront for Full Spectrum Operations and training. A key difference is that while both systems employ a level of aggregation, the focus is not the same. A WARSIM exercise, for example, may deal with a platoon of tanks,

while OneSAF training may focus on a single tank.

“One could successfully argue that the level of automation—called automated behaviors in WARSIM—in both models allow for the agility required for both centralized operations and decentralized Full Spectrum Operations depending on exercise or experiment design,” Copeland noted.

Stressing the importance of Full Spectrum Operations, Dr. James Blake, program executive officer for PEO STRI, said at the Feb. 3 Town Hall Meeting that what we’ve learned downrange in Afghanistan and Iraq is going to be part of our training curriculum. We’re returning to the skills we once had in offense and defense, and Full Spectrum Operations, he explained.

“And that’s where you all [the PEO STRI workforce] come into being so critical. Because the Army, including the chief of staff, made it very clear we’re moving to a live, virtual, constructive integrated training environment,” he said. “That’s us.”

system is broke. The purpose behind this article, the information from the Town Hall meeting and the splash screens are all intended to answer this very question—why should I care?

- Because it's our plan.
- Because it sets the conditions for us to succeed in an uncertain future.
- Because it captures the priorities of the PEO and the senior leaders of the organization.
- Because it allows us to provide the very best capabilities to the Warfighters we all support.

WHERE CAN THE WORKFORCE OBTAIN A COPY OF THE STRATEGY MAP?

The Strategy Map is posted on the PEO STRI internal and external websites. And for all those that were there, a strategy map brochure was handed out Feb. 3 at the Town Hall meeting.

WHO CAN THE WORKFORCE CONTACT IF THEY HAVE QUESTIONS OR COMMENTS ON THE STRATEGIC PLAN?

Me, Scott Pulford, the PEO STRI strategic integrator at scott.pulford@us.army.mil or 407-384-5551. Or better yet, talk to your supervisor or PM; after all, it's everybody's plan!

miliarization with the system, Burmester said.

To date, about 750 employees have been trained and their records have been transferred to CAPPMIS. The remaining employees, mostly the non-acquisition workforce, will be notified of training opportunities in the near future.

In addition to more accurate data reflection, the system will also save money because PEO STRI will no longer have to pay for site maintenance since CAPPMIS is an Army-run site.

As a note to the workforce, Burmester added that though the TED link is currently on the internal website, as of March it will no longer be available. The Workforce

Development page will be re-vamped and employees will go directly to the CAPPMIS link to register for classes and track training hours.

In the meantime, Burmester urges employees not to access the TED link to register for classes or update training hours due to the risk of information not being synchronized with the CAPPMIS system. Employees will be able to accurately review their up-to-date data beginning March 1.

“The CAPPMIS system is quick and seamless,” Burmester said. “It’s one source of data and provides accurate information across the board to accurately track, manage and report career development accomplishments. It is a tool to manage the paper trail and track dialog between employees and supervisors regarding employees’ training. It’s a very user-friendly system.”

For more information on the transition from TED to CAPPMIS as well as a step-by-step “How To” guide, visit the Workforce Development tab on PEO STRI’s internal website. For additional questions or concerns, e-mail workforcedevelopmentoffice@peostri.army.mil, which may also be found in the global address book.

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