

INSIDE ^{PEO} STRI

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WORTH REPEATING

“ We’re looking at social, emotional, spiritual and family fitness. A lot of the same things that are important to resilience to Soldiers are absolutely as important to civilians. The [Global Assessment Tool] is a self-awareness tool to help you get an idea of where you are strong, and also where you can improve. It gives you an idea of where you are on the resilience continuum.”

— **Capt. Paul B. Lester**, a research psychologist with the Comprehensive Soldier Fitness Office, encouraging the Army civilians to take the Global Assessment Tool

VOLUME X | ISSUE II



U.S. Army Photo/Doug Schaub

Retired Army Col. Fred Mullins (center) handed over the Project Manager for Training Devices charter to Col. Mike Flanagan in a July 9 ceremony officiated by Dr. Jim Blake in Warfighters Park.

COL FRED MULLINS' LAST THOUGHTS AS PM TRADE

By Kristen A. McCullough, PEO STRI Public Affairs Officer

Before the outgoing project manager bid farewell to PM TRADE in a change of charter ceremony July 9, he reflected on the organization's history, recent successes, and status of being the Army's premier provider of live training solutions.

Fred Mullins, who retired from the Army as a colonel July 9 during the change of charter ceremony, assumed the PM TRADE charter from the retired Army colonel Jim Ralph in July 2007. In doing so, he took the reins of the oldest PM shop at PEO STRI.

"Our roots are found in PM TRADE," said Dr. Jim Blake,

program executive officer for PEO STRI. "In the midst of the Vietnam War and in the face of a menacing Soviet threat, the Army recognized the need for new training technologies, and thus established PM TRADE in 1974. And for more than 30 years, PM TRADE has served as the foundation for the PEO."

Mullins took on quite an important role for PEO STRI. Over his three-year tenure at PEO STRI, PM TRADE made some significant strides in the way of live training for the Army.

For starters, PM TRADE manages approximately 115 live training programs valued

at more than \$350 million per year. In addition to managing the U.S. Army's live training systems, the group also provides live training solutions to other U.S. services and to 20 foreign armies.

One of the greatest recent successes in live training is the Common Training Instrumentation Architecture program. Essentially, CTIA is a software that standardizes live training, which makes the instrumentation easier and cheaper to maintain, and allows live training to interoperate with virtual and constructive training.

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A Summer Safety Message from Dr. Blake



PEO STRI Military, Civilian and Contractor Personnel:

The safety of our employees remains the top priority at PEO STRI. Summer is certainly a more carefree time of year, so please allow me to remind you—a vital asset to the Army team—to put safety first.

We are, without a question, a hard working organization. I'm the first to say that an organization that works hard should also play hard. While you're off-duty, make sure to play it safe and keep these tips in mind:

Drinking and driving is a lethal combination whether operating a car, motorcycle or boat.

Safety should be the number one priority while boating; life jackets save lives; share the waterway with swimmers and skiers; remain mindful of inclement weather.

Florida's summer sun is hot and intense; sunscreen, sun block and UV protective clothing could come in handy this time of year.

Consider doing outdoor jobs during the cooler parts of the day; water breaks and resting in cool, shaded areas may be helpful.

Remember to seek shelter when it's thundering and lightning. Kudos to those of you who are already prepared for hurricane season and possible tornadoes.

Fireworks are fun, but can be dangerous. Firework safety information reminds us to have a bucket of water within reach when lighting fireworks, a "dud" firework should not be relit, spectators should keep a safe distance from the shooter, the shooter should wear safety glasses, and only people older than 12 should handle sparklers of any type.

Young children should be supervised while around water; CPR is a good thing to know; air-filled or foam toys like noodles or inner-tubes are not good personal flotation devices.

I encourage you to check out the Army's Safety Center website, <https://safety.army.mil>, for interactive and interesting information on summer safety.

Remember to play it safe. Army Safe is Army Strong!

**Dr. Jim Blake
Program Executive Officer**



MARION NAMED ARMY CIVILIAN OF THE YEAR

By Kristen A. McCullough, PEO STRI Public Affairs Officer

PEO STRI's very own Pete Marion is the 2009 Department of the Army Civilian of the Year, an award given by the Association of the United States Army (AUSA).

The AUSA Sunshine Chapter president, Mary Trier, broke the news June 12 at the Army Birthday Ball. "Pete's heart is in helping Soldiers and their families. He makes a huge difference for families who have lost a loved one," she said.

\$7,000 for the Wounded Warrior Program.

Then in 2008, Marion held a second fundraiser that raised nearly \$20,000 to support the Tragedy Assistance Program for Survivors. The proceeds went directly to the TAPS association, which provides comfort, support and care to military survivors.

In 2009, Marion hosted another charity event, once again benefiting the TAPS organization. A recent Army widow and

helps people like myself travel to these special functions to help with grief and to meet others with the same loss. [The TAPS program] truly has given me hope when there was none left."

Marion's personal support of the Soldier closely mirrors his professional contributions to the Army. After serving 20 years as an Army officer, he continued his service as a civilian at PEO STRI.

In his current position at STRI, Marion assisted in the multi-billion dollar contract award of STOC II, which provides the organization an effective and efficient means to get training devices into the hands of Warfighters. He's been a huge proponent of computer games for military training understanding the young, tech-savvy Soldier of today. Marion also oversees the organization's Foreign Military Sales program.

Furthermore, Marion's been a vital advocate of PEO STRI's Congressional



Courtesy Photo/Pete Marion

Pete Marion and his wife, Carol, hosted their annual fundraising event December 2009 at the Lake Forest Community Club in Orlando, Fla., to benefit the Tragedy Assistance Program for Survivors, an organization that provides help to military survivors.

Marion, a retired lieutenant colonel, won the award for his support of the Army both at work and at home. Not only is he a senior leader at PEO STRI serving as the organization's assistant program executive for customer support, he also remains a staunch supporter of Soldiers in his personal life.

In December 2007, Marion and his wife, Carol, forwent their annual holiday party and hosted their first fundraiser to benefit Soldiers. The event raised more than

recipient of TAPS services, Elizabeth Church, attended the event. She spoke about how Marion helped her during the most difficult time in her life.

"Pete helped me get in contact with possible job opportunities with the military. Pete really kept on these people until they contacted me. It was something he really did not have to do," Church said.

"I was also impressed with the [2008] TAPS fundraiser he organized that alone raised \$20,000," she continued. "That

outreach activities. For five years, Marion led a delegation of STRI people and products to Capitol Hill to educate our nation's decision-makers on the importance of simulation and training for U.S. troops.

A long-time supporter of Soldiers, Soldier families, and Army core values both professionally and personally makes Marion the Army's Civilian of the Year. It also makes PEO STRI very lucky to have him.

GOVERNMENT AND INDUSTRY COME TOGETHER AT ANNUAL TSIS

This article originally appeared in Team Orlando's publication, "10-4"

Hundreds of military, government and industry personnel gathered for the fourth annual Training and Simulation Industry Symposium (TSIS) at the Renaissance Orlando Resort at Sea World June 9-10. Hosted by the National Training and Simulation Association, TSIS was designed to give industry an overview of upcoming projects, updated requirements and procurement opportunities.

De Vorhees, president of the Central Florida Defense Industrial Association, gave the welcoming remarks on both days and opened the floor to presentations.

Take away points from the presentations include Pete Marion expressing PEO STRI's mission and vision of their current strategy along with total projected funding and appropriation. A number of new Army training devices and simulators were presented through PowerPoint as well.

RDECOM STTC presented their major research initiatives of simulated tissue, immersive dismounted Soldier training technologies, scalable virtual humans for simulation and training, and artificial intelligence for adaptable, tailored training.

Newly appointed commanding officer Capt. Bill Reuter expressed NAWCTSD's "key thrusts" that included Test and Evaluation and Navy Working Capital Fund in fiscal year 2011. There was also a layout of aviation, undersea warfare, surface and expeditionary warfare programs, cross warfare, and international programs.

PM TRASYS presented nine new training systems and initiatives, beginning with the Instrumented Tactical



U.S. Army Photo/Doug Schaub

De Vorhees, president of the Central Florida Defense Industrial Association, Pete Marion, assistant program executive officer for Customer Support, and Mr. Rob Reyenga, deputy program executive officer for PEO STRI, met with with Maj. Gen. Mark Graham, deputy chief of staff for the U.S. Army Forces Command, before the TSIS luncheon at the Renaissance Orlando Resort at Sea World June 10.

Engagement Simulation System Increment II that will be able to track dismounted troops and vehicles in open terrain.

The Air Force gave a briefing of their Training Systems Product Group, Organizational Consolidation and Workload Alignment (OCWA), and the 677th Aeronautical Systems Group.

The conference also featured a panel discussion covering, "The Future of Army Training

Requirements."

Both days consisted of a full agenda, beginning at 8 a.m. and ending around 5p.m. Attendees participated in Q&A sessions for each military service presentation.

Keynote speakers included Stephen Cricchi, director of Integrated Systems Evaluation, Experimentation and Test Department and Gregory F. Knapp, executive director of Joint Forces Command

(JFCOM).

Maj. Gen. Mark A. Graham, deputy chief of staff, U.S. Army Forces Command, was the keynote speaker during lunch on the second day. He kept the crowd entertained with a bit of humor using a clip of Ma and Pa Kettle explaining the basics of mathematics.

Although both days were busy, there was time for networking opportunities in between presentations.



Former CTO Publishes Two New Books

By Kristen A. McCullough, PEO STRI Public Affairs Officer

PEO STRI's former chief technology officer, who just departed July 14, was one busy man. At PEO STRI, he was responsible for finding innovative technology and applying it to products. What that really means is that on any given day, he was meeting with execs from Apple, travelling to far-off lands or even hanging out with the legendary Will Wright. It was a tough job (really!), but somebody had to do it.

In between the hustle and bustle of his day job, Roger Smith, Ph.D., found the time to write not only one, but two books.

Military Simulation & Serious Games, published in 2009 by Modelbenders Press, is a collection of essays on military simulation, serious games and the technologies that support them. It highlights the technical, social and economic importance of military simulation and gaming.

The book explores the past, present and future of military training through simulation and gaming technologies. As cited in the book, "simulation has been a powerful tool for training the military for over 3,000 years. What began as sand tables and board games has evolved into advanced computer and communication systems that encompass the globe and provide training portals on every continent."

The other book, *Advice Written on the Back of a Business Card*, does not pertain to military simulation and training, per se, but it does include pieces of advice from some of the biggest and the best in the industry. The book, also published in 2009 by Modelbenders Press, is filled with short words of advice from hundreds of professionals from government, industry and academia.

These professionals were all asked one simple question: what piece of advice would you offer a young person entering your career field? A wide array of responses were received, and that diversity is reflected in the book.

UCF Professor Joe LaViolda wrote, "it's okay to fail. Failure breeds success." An Air Force chief, Lt. Col. Peter Garretson said, "duty is knowing what needs to be done and when it needs to be done without having to be told that it needs to be done." And Al Morasso of the Educational Testing Service advised, "neither the peaks nor the valleys in your career should concern you, but rather the plateaus."

Do Smith's books sound as interesting as his job at PEO STRI? If so, you can pick up the books at amazon.com. His job, well, that's not as easy to get.



ABOUT DR. ROGER SMITH

Dr. Roger Smith was the chief technology officer for PEO STRI having more than 20 years of experience in military simulation and gaming. He served as a vice president and CTO for large system and software development companies. He teaches professional seminars on technology, business and leadership across the U.S. and Europe, and has been on the faculty of three

universities. He holds a doctorate in both computer science and business administration.



Military Simulation & Serious Games

by Roger Smith, published in 2009 by Modelbenders Press, highlights simulation and gaming technologies for military training.

Advice Written on the Back of a Business Card

by Roger Smith, published in 2009 by Modelbenders Press, is a compilation of advice from professional leaders to young people starting their careers.

U.S. Army Photo/Doug Schaub
Book Images Courtesy of Modelbenders Press



U.S. Army Photo/Virginia Smallwood

FAREWELL TO STRI CTO ROGER SMITH

Roger Smith, Ph.D., completed his four-year assignment through Texas A&M University as PEO STRI's Chief Technology Officer (CTO) July 14. As the CTO, Smith was responsible for finding and applying state-of-the-art technologies to advance Soldier training. While at PEO STRI, Smith was largely responsible for the Army's use of computer gaming technology for military training. He also contributed a lot of time and knowledge to the medical simulation community. A new CTO has not yet been named.



A LONG GOODBYE TO OUR OLD LOGO

By Kristen A. McCullough, PEO STRI Public Affairs Officer

Don't be so quick to throw away those "old" PEO STRI shirts with the round, target logo. Similarly, you can keep the awards, coffee mugs and business cards adorned with that same emblem. Yes, the insignia has been deactivated, but there's no need to drastically remove it from your desk or your wardrobe.

The round PEO STRI logo was once the Simulation, Training and Instrumentation Command's (STRICOM) distinctive unit insignia. Once STRICOM was

deactivated, the organization adopted the insignia as a logo.

As time progressed, the organization accepted a second logo, the STRI wordmark. Both the round logo and the wordmark were used interchangeably in various places.

In an effort to unify the branding of the organization, steps have been made to remove the



round insignia and replace it with a single logo to represent PEO STRI. Currently, the STRI wordmark with dog tags will represent the organization. The dog tags are intended to symbolize PEO STRI's connection to and focus on Soldiers.

In reasonable, moderate steps, the round insignia will be removed from STRI con-

ference rooms, briefing slides, website pages and the like. In its place, use the interim STRI logo (the one with the dog tags), which is expected to represent PEO STRI through at least I/ITSEC of this year.



NEW PEO ORGANIZATIONAL CHART

By Kristen A. McCullough, PEO STRI Public Affairs Officer

A new PEO STRI organizational chart became effective July 2010.

The most significant change is the modification to the executives' official duty titles. As noted on the chart, the Busi-

ness Operations Office is now the Assistant Program Executive Office (APEO) for Business Operations, which is led by an acting APEO for Business Operations, Traci Jones.

Jones is also the APEO

for Project Support, formerly called the Project Support Group. Similarly, the Customer Support Group is now the APEO for Customer Support; it is led by Pete Marion.

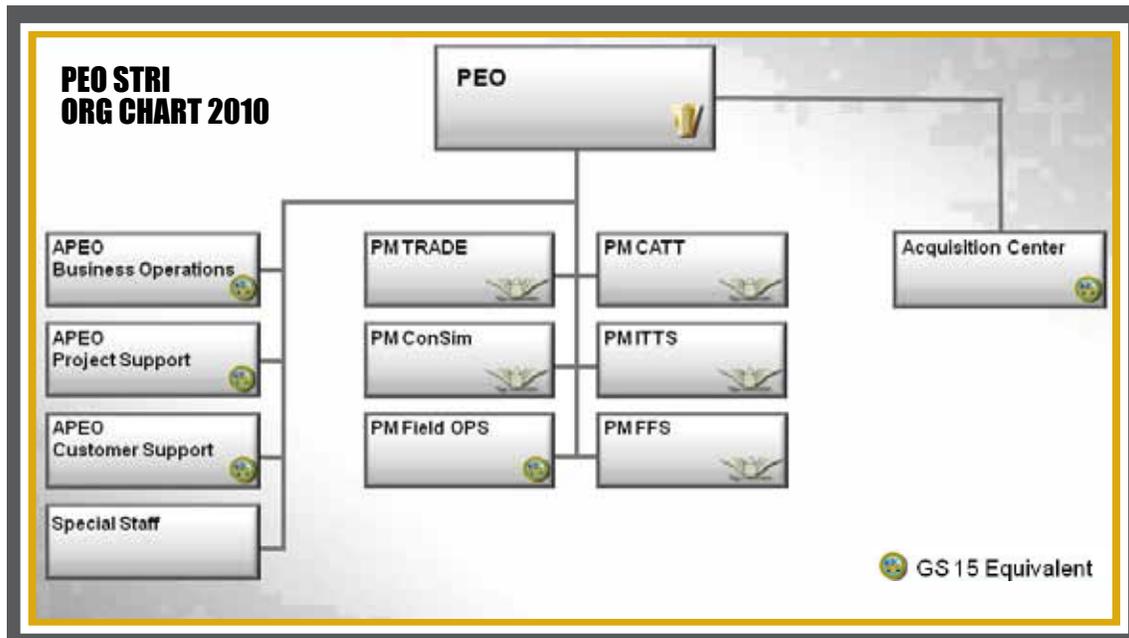
The executives' official duty

titles changed to better align PEO STRI with the other PEOs and headquarters, the Assistant Secretary of the Army for Acquisition, Logistics and Technology.

The rest of the information largely remains the same as the prior organizational chart. The six PMs report directly to the PEO, or Program Executive Office, which includes the PEO (Dr. Jim Blake, SES), the civilian DPEO (Mr. Rob Reyenga, SES) and the military DPEO (Col. Ken Wheeler).

As mandated by contracting law, the Acquisition Center stands separate from the programmatic offices within the organization, and reports directly to Blake as the Head Contracting Activity authority.

For a complete list of people and offices, reference the web-based organizational chart at www.peostri.army.mil/organization/PEOorgchart.jsp.



ARMY OPENS RESILIENCE EVALUATION TO DA CIVILIANS

By C. Todd Lopez, Soldier Media Center

The Army has extended its concern about the mental fitness of Soldiers and their families to the civilians that serve stateside, abroad and in combat zones.

Department of the Army civilians are encouraged now to have their psychological resilience evaluated by the civilian version of the "Global Assessment Tool," which is part of the Army's "Comprehensive Soldier Fitness" program.

Three versions of the GAT are available now, through Army Knowledge Online. One version for Soldiers, one for their families, and now one for civilians. All three measure the same things, though with different questions, said Capt. Paul B. Lester, a research psychologist with the Comprehensive Soldier Fitness Office.

"The factors are pretty much the same -- we're looking at social, emotional, spiritual and family fitness," Lester said. "A lot of the same things that are important to resilience to Soldiers are absolutely as important to civilians."

The military version of the online evaluation is mandatory for Soldiers -- so far more than 700,000 Soldiers have completed

it. Army civilians, however, are not required to take the GAT -- though they are encouraged to do so, Lester said. Civilians can expect to spend about 15 minutes completing the online survey, and afterward they are given feedback about how they did. "It's a self-awareness tool to help them get an idea of where they are strong, and also where they can improve," Lester said. "It gives you an idea of where you are on the resilience continuum."

After that, he said, GAT participants will have access to "comprehensive resilience modules," the same ones that Soldiers are doing, to help them improve their mental toughness.

"The skills we are providing are life skills," Lester said. "It's not only how to respond to and be resilient in the face of extreme adversity, as in combat setting, but how to deal with everyday stressors in family, at work, and in your personal and professional life."

There are some DA civilians who are deployed now to combat zones like Iraq or Afghanistan, Lester said. And while those civilians are not supposed to actually be participating in combat -- that's the job of

Soldiers -- life in the combat zone is stressful. So assessing mental fitness and working to improve it is critical for both Soldiers and civilians.

"Psychological resilience in a deployment situation is absolutely critical," he said. "The work there is hard, the hours long, and the separation from family and friends is challenging."

Even Army civilians at work stateside or at Army installations overseas can benefit from participating, Lester said.

"We train people, at an individual level, how to be a better team member," he said. "At the leader level, how being a better team member impacts the overall team. It's not only individual performance but the additive effect of better individual performance leading to better team performance."

Lester also said that the results of the GAT are confidential, and that supervisors "will never see" the results of an employee's participation in the assessment. Soldiers, Army civilians and family members can all participate in the GAT by visiting the Comprehensive Soldier Fitness website at <http://www.army.mil/CSF/>.



COMPREHENSIVE SOLDIER FITNESS

STRONG MINDS ★ STRONG BODIES



ACQUISITION REFORM PLAYS KEY ROLE IN PENTAGON'S COST SAVINGS

By Lisa Daniel, American Forces Press Service

The Defense Department has the opportunity to save billions of taxpayer dollars through acquisitions reform, but only if it grows its workforce with the right federal workers in place to oversee contracts, a senior Pentagon official said today.

"There is a significant opportunity to save billions of dollars, but only if we have a well-trained and sufficient workforce," Shay Assad, the acting director of the department's procurement and acquisition policy, said during a Senate Budget Committee hearing.

Assad called acquisitions reform and improved efficiencies a top priority of Defense Secretary Robert M. Gates, with a goal of \$100 billion in savings over five years, starting in fiscal 2012. He said the secretary ordered his staff to consider two questions with regard to old-style contracting procedures: Is this respectful of the American taxpayer at a time of economic and fiscal duress? And, is this the best use of limited dollars?

With cost savings derived from better efficiencies, Assad said, department officials hope to attain 2 to 3 percent net growth in warfighting capabilities without a mirrored budget increase.

Earlier this month, Ashton Carter, undersecretary of defense for logistics, "directed all echelons of the department to take a hard look" at ways to cut costs, Assad said. Carter's directive, he said, "really was about increasing the buying power of the department and in getting a better deal for

taxpayers."

"We need to examine not only what we are acquiring, but how we are acquiring it," Assad added.

The department procured three million contracts in fiscal 2009, amounting to \$375 billion, Assad said. It spent \$372 billion in contracts last year, he said. About 53 percent of those costs, he said, go to contracted services, while 47 percent go to products, such as equipment.

Overall, the entire federal government, including defense, spent \$560 billion in fiscal 2009, according to Daniel I. Gordon, administrator of federal procurement policy in the White House's Office of Management and Budget, who testified alongside Assad. That compares to \$535 billion the government spent in fiscal year 2008, Gordon said, adding that this year's amount would have been much larger without major cost-cutting initiatives.

Agencies are now pooling their purchases, using more fixed-price contracts, having internet-based "reverse auctions" for contracts, and paying more attention to contract management, Gordon said. The result, he said, is a drop in annual contract growth that averaged 12 percent every year between 2001 and 2008, to an average of 4 percent since then.

During that time, Gordon said, there was no expansion of the federal workforce to oversee the "tsunami" of contracts coming through. Over the next several years, the Obama administration is

investing in hiring thousands of new federal procurement officers, the "lifeblood" of acquisition reform, he said.

To improve the procurement of services, Assad said, the defense department also must expand competition, move away from longstanding "incumbent" contractors, ensure that work statements are understood, and use proper contracts.

With regard to weapons systems, Assad said, "It's all about properly defining the requirements." Contractors now are "spending a lot of time up front" to ensure that contracts are realistic to avoid future add-on costs, he said.

In the past, defense procurement officials spent too much time measuring processes rather than outcomes, Assad said. And that, he said, is where expanding the workforce with highly trained acquisition professionals comes in.

The Pentagon plans to add 20,000 federal procurement workers over the next five years, Assad said. Among other things, he said, the additional workers are needed to properly oversee contracts "from an arm's length."

The department is making good progress, having already hired 4,600 acquisitions and procurement workers, Assad said. Many of the workers, he said, are former servicemembers who'd used the equipment and services they will now help to procure.



The Defense Department has the opportunity to save billions of taxpayer dollars through acquisitions reform, but only if it grows its workforce with the right federal workers in place to oversee contracts."



PEO STRI EMPLOYEE HONORED AS STRAYER UNIVERSITY VALEDICTORIAN

By Strayer University Marketing



U.S. Army Photo/Doug Schaub

Bridgette Graham

When Bridgette Graham learned she could not advance any further in her career without a bachelor's degree, she was motivated to fulfill her dream of returning to the classroom after being out of school for 20 years. On June 26, Graham crossed the stage as the valedictorian of Strayer University.

In addition to graduating with honors that recognized her 4.0 grade point average, Graham, 42, said that her bachelor's of business administration degree with a concentration in acquisition contract management helped her obtain her current job with the U.S. Department of the Army.

As a contract specialist for PEO STRI, she supports her team by providing business advice, contracting and acquisition solutions to acquire products and services for the Army, Department of Defense and U.S. Soldiers.

"I could not have my current job without my degree, as the Department of Defense requires at least a bachelor's degree with 24 credit hours of business classes," she said. "Earning my degree allowed me to move out of office administration, my previous career path. Plus, it

was always on my priority list to return to school."

When Graham first started classes at Strayer University, she was living in Washington, D.C., and attending the university's campuses in Manassas, Va., and Woodbridge, Va. She and her husband, who is active duty military, moved to Orlando after he was assigned to PEO STRI.

Graham was able to resume classes at the university's Orlando East Campus while taking courses online during the relocation.

"The university's flexible class schedules, multiple campuses and option to take classes online were invaluable as I earned my degree, especially since I moved to Orlando halfway through the process," she said. "Earning my degree has increased my

self-confidence. I now feel like I can compete with almost anyone else in the job market."

Graham lives in Orlando with her husband, Lt. Col. Gordon Graham, and step-daughter. She has volunteered time with BETA Center, a nonprofit organization in Orlando designed to help pregnant teens and teen mothers. She is also involved with Habitat for Humanity.



PIII: ALMOST OPEN FOR BUSINESS

By Kristen A. McCullough, PEO STRI Public Affairs Officer

Sept. 21 marks the official opening date for Partnership III, just a year and a half after the groundbreaking. It is the third in a series of buildings dedicated to the partnership between the Department of Defense and UCF.

PEO STRI's Acquisition Center, Project Manager Future Force Simulation, and Project Manager Instrumentation, Targets and Threat Simulators will share the building with UCF's Institute for Simulation & Training, the Marine Corps'

PM TRASYS, and a portion of the Navy's NAWCTSD.

The five-level office and research lab facility is a mirror-image of Partnership II, which saved a lot of time and several millions in architectural design costs. The cost savings were applied to energy efficiency improvements to qualify for an environmentally friendly "LEED® Silver" designation.

Funded by the state of Florida, construction costs amounted to approximately \$20 million. Originally cut from Florida's



U.S. Army Photo

2007 budget, funding for the building was committed in 2008, just ahead of the economic downturn. Driving motivation for the partnership series is to help sustain Orlando as a hub for

simulation research and industry development. The Partnership facilities help maintain a significant DoD presence, which, in turn, contributes to the local economy.



Let's Talk Finance:

Part II: General Fund Enterprise Business System

By Héctor Colón, PEO STRI Associate Chief Financial Manager

*This article, submitted by the PEO STRI Finance Directorate, is Part II of a three-part series on the General Fund Enterprise Business System, one of the tools the Army is using to standardize and streamline its financial business processes. The first part covered the commercial-of-the-shelf software that is being used to develop GFEBs called, Systems Analysis and Program Development, or SAP, and its Enterprise Resource Planning (ERP) technology. This part will describe GFEBs functional areas and user roles. The final part will look at PEO STRI's pre-deployment, deployment and post-deployment activities for GFEBs. Look out for the next issue of *Inside STRI* for Part III of this article.*

In the first article of this series, it was stated that GFEBs will provide a comprehensive system for many of the Army's financial and accounting functions. When GFEBs is implemented across the Army's six major business process areas, the following will come together for the first time in one integrated system:

Funds Management:

allows users to distribute, allocate and execute funds within one system. GFEBs is replacing the Program Budget Accounting System as the funds distribution tool within Army. Distribution for all appropriations will be executed through GFEBs. A "hard stop" scheme precludes the over obligation of funds. In other words, funds must be available prior to obligation.

Property, Plant & Equipment (PP&E):

at the installation, base and camp level, GFEBs will be the tool to maintain real property inventory, plant maintenance schedules and monitoring, and equipment and assets inventory for those items over \$100,000. Also, the project systems functionality provides a work breakdown structure capability to keep track of expenditures and cost.

Spending Chain:

GFEBs' Spending Chain business process area encompasses the end-to-end requisition to pay process including:

- The management and application of material and vendor master data,
- Initiate purchase requisition, check for funds availability, and record commitments, obligations, and disbursements. Obligations will be interfaced from contracting systems such as the Standard Procurement System,

- Receipt and posting of goods receipt, goods acceptance and invoice from the Wide Area Workflow, and
- The capability to entitle commercial accounts payments. It will replace the Computerized Accounts Payable System for the General Funds.

Reimbursables:

under GFEBs, the entire process to execute order management is revamped. GFEBs users will process their MIPRS under direct cite rather than the reimbursable process. The direct cite process provides timely posting of funding and general ledger transactions. More importantly, it will reduce duplicative accounting transactions that historically lead to reconciliation requirements associated with intra-Army reimbursables.

Cost Management:

GFEBs is changing the Army's financial management culture from one of tracking expenditures to one of tracking and controlling cost. In addition to collecting full cost, GFEBs will provide the ability to perform detail cost planning, allocations, reporting and analysis resulting from integration of accounting, budget, and cost information into one system. Interfaces with personnel and travel systems will support the collection and allocation of relevant costs to organizations and programs.

Financials:

GFEBs allows the posting of business events to the general ledger at the transaction level. This ensures that recorded transactions and data in financial reports are consistent with United States Standard General Ledger (USSGL) U.S. Treasury guidance. Also, GFEBs is in compliance with the Department of Defense Standard Financial Information Structure (SFIS). The SFIS replaces the

current accounting classification structure and reduces the number of codes, eliminates the use of fiscal station numbers and allows all military services to report budgetary and proprietary financial information on a standard format. GFEBs treats each month as an accounting period and conducts a close out at the end of each month. This results in faster and cleaner year-end processes.

Another benefit of GFEBs is the standardization of business processes and the resulting consistency of duties across Army organizations. Each of the six major GFEBs processes areas are performed by users that will have multiple roles. In total, GFEBs employs 124 roles. The GFEBs User Role Assignment Team is quickly to point out, "a role is not a job, a role is part of a job."

Although GFEBs requires 124 roles, no organization performs all 124 roles. In a typical Army post Installation Management Command, personnel perform 65 roles while the mission activities are responsible for 43 roles. A number of roles are centralized at higher echelons. For example, the Defense Finance and Accounting Service and HQDA perform some 103 roles. Civilian and military financial management personnel may be assigned several roles to allow them perform their functions within the GFEBs integrated environment.

Assignment of GFEBs user roles begins 10- to 12-months prior to deployment. Supervisors will work closely with the GFEBs User Roles Assignment Team to assign roles timely and correctly. Assignment of user roles should allow for proper segregation of duties and financial controls, and lead to proper development of training programs.

The next and final article in this series will identify pre-, during, and post-deployment activities for successful implementation of GFEBs.



HOLIDAYS Events

August 3

PM STS Change of Charter

August 13

PM WTI Change of Charter

August 26

Town Hall Meeting

August 27

Col. Wheeler Retires



By Marge Hadbavny, Protocol Officer

Business Etiquette: Meetings

If a subject is important enough to call a meeting, be considerate of the participants' time and ensure that it is well prepared.

Communicate beforehand: the objective, the expected duration (be sure to observe the ending time scrupulously, unless everyone agrees to continue), and items expected to be discussed.

Be sure to thank meeting members for their time and participation, and demonstrate (in the minutes or written record, at least) how their contributions helped meet the objective of the meeting. Participants are frequently left wondering if they've been heard or if their attendance and contributions were noticed. Distribute minutes or some written record (no matter how simple the meeting) to all attendees and absentees with concise but complete descriptions of decisions made and including action items.

Never assign an action item to a person who is not present to negotiate it unless you absolutely have to. Note in the minutes that the person hasn't been notified and will be contacted for a final disposition of the item.

PM TRADE: continued from page 1

Take the Homestation Instrumentation Systems (HITS) program for example. The CTIA software makes HITS the first live training system that can interoperate with virtual and constructive training for a "more robust training capability without having to send Soldiers to a combat training center to train," Mullins noted.

Another recent success for PM TRADE is the adoption of a single radio for live training and testing. In fact, they are on the path to adopting the Army's operational radio, the Joint Tactical Radio System known as JTRS (pronounced "jitters"). This effort could save a significant amount of money for the Army because more JTRS will be purchased, thus lowering the unit cost of each radio.

"A single radio for training and testing is a real win-win," Mullins said. "The training community wins. The testing community wins. The Army wins."

Perhaps PM TRADE's greatest recent accomplishment resides in the Digital Range Training Systems (DRTS) program. "Three years ago, the Army was considering cancelling the DRTS program, but through the skill and hard work of the TRADE team, we overcame obstacles and our efforts have resulted in not only sustaining the program, but getting more work," Mullins said.

And to top it off, the National Training Center and the Joint Readiness Training Center received a new instrumentation capability that is "unsurpassed." It's also in compliance with CTIA which makes the

instrumentation cheaper to maintain. Furthermore, every Army camp, post and station received new Multiple Integrated Laser Engagement System, or MILES, equipment.

It's quite evident that the TRADE team was busy over Mullins' three-year tenure as the PM. In fact, the organization is still working on two hot live training issues for the Army.

The first issue is expanding the Tactical Engagement Simulation System to include a non-line-of-sight capability. The second issue is getting the tank and Bradley tactical engagement systems fielded.

"I pass on these challenges with good plans in place," Mullins acknowledged. "I'm certain the great people of PM TRADE will fulfill these tasks to enrich the Army's live training."

“ PM TRADE is the Army's leader in providing quality and innovative live simulation systems. ”

As Mullins retired the uniform, signed his last e-mail as PM TRADE, closed the door to his office for the very last time, he offered these parting words:

"PM TRADE is the Army's leader in providing quality and innovative live simulation systems. We always look for ways to provide training solutions better, faster, cheaper. The CTIA program, single radio solution and the additional work we've taken on in the range program shows that we're a growing organization that's only going to grow in quality and quantity every year."





ARMY *Birthday Ball*

CELEBRATING 235 YEARS OF SERVICE JUNE 12, 2010



INSIDE ^{PEO}STRI

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