

IN THIS ISSUE

MG Jon Maddux Stresses the Importance of Two-Way Communication...
Page 2

Tips Given to Reduce Motorcycle Fatalities...
Page 3

Visiting Command Sgt. Maj. Praises Using Simulators in Training...
Page 5

PM ConSim Participates in Multinational Training Exercise...
Page 8

WORTH REPEATING

“The challenge of the networks today is 80 percent of intrusions are caused by poor network practices or poor user practices.”

~ Lt. Gen. Edward Cardon, Commanding General, U.S. Army Cyber Command.

PEO STRI Implements Compressed Work Schedule Policy Effective October 19

By Rick Gregory, PEO STRI Strategic Communications Support Staff

During numerous PEO STRI Town Hall meetings over the past few years, the inevitable question posed from employees concerned when the organization was going to allow compressed work schedules, known by many as rotating days off, or RDO. The short answer was always, “We aren’t.”

In addressing employee concerns raised in the Command Climate Survey that MG Jon Maddux had conducted soon after taking over leadership of the organization, he was quick to change that answer to “Very soon!” when he held his second Town Hall. The news was received with a round of applause.

The PEO came through on his promise and issued the Compressed Work Schedule (CWS) policy with an effective date of October 19. The new policy, in which participation is strictly voluntary, applies to government civilians, but not developmental employees, SETA contractors or military personnel.

The PEO was quick to stress that, while supervisors should be liberal in applying the policy, offices remaining open is the paramount concern when applying CWS.

“What I don’t want to happen, especially in a one-deep office, is that any office is locked and the function stops,” he explained. “We are still at war as an Army and our Soldiers are working 24 hours a day, seven days a week. You have to respect that as we look at what we do in regards to a Compressed Work Schedule.”

To review the entire CWS policy, please visit the PEO STRI intranet under “Reference” and PEO STRI Policies.



U.S. Army Photo/Doug Schaub

MG Maddux, program executive officer, fields questions from employees at the September 19 Town Hall meeting.

PARAMETERS OF THE NEW POLICY

- The CWS day off will be either the first or second Friday of the pay period.
- The policy requires a rigid adherence to core work hours and consists of eight nine-hour workdays, one eight-hour workday, a lunch period of at least 30 minutes each workday and the CWS day off.
- Employees participating in the CWS may not earn credit hours.
- Supervisors will only authorize employees to work between 7 a.m. and 6 p.m., Monday through Friday, with all employees expected to work during the core hours of 9 a.m. and 3:30 p.m.
- When a holiday occurs on an employee’s CWS day off, the employee will observe the holiday on the preceding scheduled workday.
- When a holiday occurs on a CWS working day, the holiday hours will include the number of hours of the Compressed Work Schedule on that day.

PROGRAM EXECUTIVE OFFICER



MG JON MADDUX

“

I LOOK FORWARD TO FUTURE OPPORTUNITIES TO MEET WITH YOU IN PERSON AND SINCERELY APPRECIATE THE HIGH LEVEL OF SUPPORT YOU ARE PROVIDING OUR NUMBER ONE CUSTOMER, OUR SOLDIERS.”

— MG Jon Maddux

To the PEO STRI workforce,

As you may have realized by now from the several Town Halls, change of charter ceremonies and other opportunities for me to meet face-to-face with the workforce, communication is a very important part of my command philosophy.

The recent Command Climate Survey is an excellent example of what an important tool two-way communication can be in improving the work environment. Thanks to your feedback during the survey, we were able to quickly address several issues that were of top concern to you.

From starting a Compressed Work Schedule and taking steps to correct any sense of favoritism in promotions to encouraging employees to embrace an environment of respect in the workplace, the PEO STRI leadership and I heard your concerns and we took quick actions to resolve them.

Please bear in mind that we won't always be able to satisfy every request, because of circumstances beyond our control or because it just isn't feasible. I want you to know, however, that we take your concerns very seriously and will always provide you with an answer, even if it isn't the one you wanted to hear. You deserve nothing less.

We have a robust communication stream in place to keep you informed about what is happening in our organization, the Army and the Department of Defense. I encourage you to attend the Town Halls and other STRI-wide employee events; visit the PEO STRI intranet page daily for up-to-date information; read the splash screens that are on your computer each morning as you log in; and, as you are doing right now, continue to read your employee newsletter, Inside STRI. These efforts are for one purpose... to provide you with important information that can assist you in your daily work.

As I said, though, communication is a two-way street. While PEO STRI's leadership team is pushing information out to you, we encourage your feedback. One of the most recent means of providing you that opportunity is the suggestion boxes we have placed throughout the command. If you have a concern, a question or a suggestion, I encourage you to complete one of the forms you will find at the suggestion box. They will be collected twice a week. We will take these seriously and will provide feedback as appropriate.

I look forward to future opportunities to meet with you in person and sincerely appreciate the high level of support you are providing our number one customer, our Soldiers.

Regards from your Program Executive Officer,

Motorcycle Fatalities, Injuries Continue to Increase Yearly

By the National Highway Traffic Safety Administration

Motorcyclist fatalities increased in 2012 to 4,957, accounting for 15 percent of total fatalities for the year. This increase in motorcycle fatalities continues a tragic trend over the last 15 years, which only saw a one-year decline in 2009.

Injured motorcyclists also rose from 81,000 in 2011 to 93,000 in 2012. Safe riding practices and cooperation from all road users will help reduce the number of fatalities and injuries on our nation's highways.

- Road users should never drive, bike, or walk while distracted. Doing so can result in tragic consequences for all on the road, including motorcyclists.
- A motorcyclist has the same rights, privileges, and responsibilities as any other motorist on the roadway.
- Allow a motorcyclist a full lane width. Though it may seem as if there is enough room in a single lane for a motor vehicle and a motorcycle, looks can be deceiving. Do not share the lane; a motorcyclist needs room to maneuver safely.
- Because motorcycles are smaller than most vehicles, they can be difficult to see. Their size can also cause other drivers to misjudge their speed and distance.
- Size also counts against motorcycles when it comes to blind spots. Motorcyclists can be easily hidden in a vehicle's blind spot. Always look for motorcycles by checking your mirrors and blind spots before switching to another lane of traffic.
- Always signal your intentions before changing lanes or merging with traffic. This allows motorcyclists to anticipate your movement and find a safe lane position.
- Don't be fooled by a flashing turn signal on a motorcycle—it may not be self-canceling and the motorcyclist may have forgotten to turn it off. Wait to be sure the rider is going to turn before you proceed.
- Allow more follow distance—three or four seconds—when following a motorcycle; this gives the motorcycle rider more time to maneuver or stop in an emergency. Motorcycle riders may suddenly need to change speed or adjust lane position to avoid hazards such as potholes, gravel, wet or slippery surfaces, pavement seams, railroad crossings, and grooved pavement.

FOR MORE INFORMATION, VISIT
WWW.TRAFFICSAFETYMARKETING.GOV

Share the road with motorcycles

SAFETY FACTS AND TIPS

FACTS ABOUT HELMET USE

- Use of DOT-compliant motorcycle helmets decreased to 60 percent in 2012, down from 66 percent in 2011, based on the National Occupant Protection Use Survey (NOPUS). The decrease was most significant among motorcycle passengers, decreasing from 64 percent in 2011 to 46 percent in 2012.
- In 2012, 41 percent of fatally injured motorcycle riders and 53 percent of fatally injured motorcycle passengers were not wearing helmets at the time of the crash.

FACTS ABOUT MOTORCYCLES AND ALCOHOL

- The percentage of motorcycle riders who were intoxicated in fatal crashes (27 percent) was greater than that of intoxicated drivers of passenger cars (23 percent) and light trucks (22 percent) in fatal crashes in 2012.
- In 2012, 29 percent of all fatally injured motorcycle riders had BAC levels of .08 or higher.
- Motorcycle riders killed in traffic crashes at night were over three times more likely to have BAC levels of .08 g/dL or higher than those killed during the day (45 percent and 14 percent, respectively).

- 43 percent of the 2,030 motorcycle riders who died in single-vehicle crashes in 2012 had BAC levels of .08 g/dL or higher. 64 percent of those killed in single-vehicle crashes on weekend nights had BACs of .08 g/dL or higher.

TIPS FOR MOTORCYCLISTS

- Obey all traffic laws and be properly licensed. In 2012, one-fourth of motorcycle riders (24 percent) involved in fatal crashes were riding with invalid licenses at the time of the collision.
- Wear a DOT-compliant helmet and use reflective tape and gear to be more visible. NHTSA estimates helmets saved the lives of 1,699 motorcyclists in 2012.
- Never ride while impaired or distracted—it is not worth the risk of killing or injuring yourself or someone else. Plus, a DUI costs \$10,000 on average, and can lead to jail time, loss of your driver's license, and higher insurance rates.



Inside STRI is an authorized publication for military and civilian members of the U.S. Army Program Executive Office for Simulation, Training and Instrumentation, Orlando, Fla. 32826. *Inside STRI* is published under the authority of AR 360-1 and applies the Associated Press Stylebook industry standard. Contents of *Inside STRI* are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or PEO STRI. Editorial material for publication should be submitted to PEO STRI Public Affairs Office, 12350 Research Parkway, Orlando, Fla. 32826. The PAO reserves the right to edit all material submitted for publication. For more information about PEO STRI or to view *Inside STRI* online, visit our website at www.peostri.army.mil
EDITOR: Kristen Dooley McCullough, Editor-in-Chief [kristen.a.mccullough.civ@mail.mil] • DESIGN: Dwain Fletcher Company [usarmy.orlando.peo-stri.list.cggraphics@mail.mil]

PM CATT-Fielded Simulator Helps Keep Stinger Gunners, Teams on Target

By Marie Berberea, *Fort Sill Cannoneer*

Inside the Improved Moving Target Simulator, Fort Sill's newest Avenger crew members are encapsulated in training necessary to take down enemy aerial targets.

The Improved Moving Target Simulator, or IMTS, is a high-tech simulator that recently underwent renovations from its previous model, the Joint Fires Multipurpose Dome.

Earl Bailey, Avenger Stinger Schoolhouse equipment specialist, said the upgrades fixed glitches in the old software.

"We'd be in the middle of training and it would just shut down. And the graphics were not as clear as some of these graphics are."

He said they can also incorporate the latest real-world threats into simulations to keep the training up-to-date.

"We can add the drones and everything into this one where the other one we didn't have the capability."

The main differences between the Joint Fires Multipurpose Dome and the IMTS are wireless Man-Portable Air Defense Weapon systems, known as MANPADS, no bunkers for more movement on the platform, fewer cameras, upgraded binoculars and less panels for a seamless skyline.

"Pretty stoked about getting to actually see the system and hold it and fire it for the first time," said Pfc. Gabe Lindley of North Dakota.

As far as choosing 14S as his military occupational specialty, Pfc. Stephen Shafer from Ohio said, "It was either graphing maps or blowing stuff up. So I decided to pick the fun one. It's a blast."

The students go through three weeks of the course before they are allowed inside the simulator. During that time they train on visual aircraft recognition, preventive maintenance checks and services, and how to use the MANPADS.

They also memorize 50 types of aircraft taking in the difference in wings and other markings that will help them make the right decision in firing or holding fire.

Once inside the simulator, the students spend 72 hours training as a two-person team on a variety of missions.

"They have to learn to think quick because the aircraft are moving pretty fast, depending



Fort Sill/Marie Berberea

Army National Guardsmen Pfc. Gabe Lindley of North Dakota holds a Man-Portable Air Defense System while Pfc. Stephen Shafer from Ohio points to a possible enemy aircraft. The two trained Aug. 21, 2014, inside the Improved Moving Target Simulator at Fort Sill, Oklahoma.

on the scenarios. The system is pretty advanced. We can actually modify the aircrafts' speeds and create our own scenarios and challenge them," said Staff Sgt. Victor Alvarado, instructor.

Many Soldiers coming through the course are in the National Guard and will be assigned to the National Capitol Region mission in Washington, D.C.

Once there they will use their skills to guard the White House and other buildings of high security.

"The main goal of this simulation is to take everything they learn and incorporate it in here and just execute so when they go out into the operational force they're trained to do this task," said Alvarado.

The IMTS operators can put civilian or military aircraft, as well as unmanned aircraft systems into the simulations to keep students on their toes.

"It builds that confidence up that, hey, I can go out there, I can sit on a rooftop and if I needed to, shoot down an enemy aircraft," said Alvarado.

While different targets zoomed across the screen, subwoofers rattled the platform to put

out a realistic rumble inside the dome.

With all of the sensory information put out the Soldiers were expected to correctly perform the steps in their training: detect the target, identify friend or foe, activate, tone, uncage the seeker, super elevate and fire.

"I like the teamwork. Being on a two man crew instead of having to be on a bigger squad. The choice is really up to you on shooting an aircraft down or not. I think it's better that way. It's faster," said Shafer.

While the students receive realistic training, the entire system also saves the Army a lot of money.

Sgt. 1st Class Christian Wilson, Avenger Stinger Schoolhouse chief of academics, said they train 300 to 400 students a year. A live Stinger missile costs \$120,000 to shoot. With each student having to accurately take down five enemy targets to pass, the simulator saves at least \$600,000 per student.

"It's kind of a relief. Instead of sitting in front of books learning about it I actually got to pick it up and use it and build confidence in what we're going to be doing later on down the road," said Shafer.



Visiting Command Sergeant Major Discusses Role of Simulations in Training for Future Missions

By Rick Gregory, PEO STRI Strategic Communications Support Staff

Command Sgt. Maj. Joe Parson, the top noncommissioned officer at the Army Capabilities Integration Center (ARCIC) at Fort Eustis, Virginia, knows a thing or two about the importance of training.

With 25 years in the Army and combat tours in Bosnia, Kuwait and two in Iraq, he has witnessed firsthand how properly trained Soldiers form a superior fighting force on the battlefield. That experience is now being put to use at ARCIC, which is described on their website as “the think tank for the Army.” It explains that ARCIC looks at the future, determines the threats the Army will face and the missions it will receive, and comes up with the operational concepts required to organize its structures and the capabilities needed to drive its programs.

At the invitation of PEO STRI’s senior enlisted advisor, Sgt. Maj. Alan Higgs, Parson visited PEO STRI on August 26 and was briefed on the organization’s portfolio of training devices.

After his tour, he provided feedback on both his visit and his thoughts on using simulations in training.

From what you observed during your visit today, how do you see ARCIC and PEO STRI working together in the future?

Today’s visit helped me better understand the roles and responsibilities of PEO STRI and there are a few clear linkages between our two organizations. For example, our campaign of learning directly ties to the PM ConSim team and their One Semi-Automated Forces program as well as the science and technology efforts you have ongoing. I believe an untapped area where a great deal of gains might be achieved rather quickly would be in regards to the Live, Virtual, Constructive and Gaming Integrating Architecture (LVCG-IA) and our work in the Human Dimension (HD).

HD is in large part about optimizing human performance; one aspect of which being how we might achieve mastery quicker. There is no question in my mind that we can continue to learn



U.S. Army photo/Doug Schaub

Command Sgt. Maj. Joe Parson (left), the top noncommissioned officer with the Army Capabilities Integration Center at Fort Eustis, Virginia, and Mr. Bob Wolfinger, deputy project manager for PM TRADE, discuss the Multiple Integrated Laser Engagement System during Parson's visit to PEO STRI on August 26.

from our observations of Soldiers in the LVCG-IA environment and pick up on some of the techniques and procedures that help knowledge and behaviors “stick” with a Soldier. We can then replicate those points or moments in our training and education sooner in a Soldier’s development.

What do you feel is our biggest training challenge today with a reduced force structure looming?

One of the biggest impediments we have always faced with training and education is the individual’s perception of value. I have long felt that every minute of every day, even when in a deployed environment, we are training. Until you pull the trigger on your weapon in order to engage the enemy you are training and therefore everything that we do or fail to do either enforces or reinforces good and or bad behaviors and outcomes. If we can instill the “training mindset” in our Soldiers and leaders we will be able to overcome this value

proposition issue and therefore take our training and education to an entirely new level. Each and every individual must take ownership and responsibility of their individual and unit’s training and development.

How big of a role should simulation play in training Soldiers for future engagements?

I believe that simulations will never fully replace live training. However, in order to gain the most from our limited resources and in order to make our live training much more effective, we must leverage simulations in a sequential, progressive and mutually supporting manner.

Having served as a Bradley crewman, I understand the goodness that simulations can provide in support of a unit’s training management system. One of the greatest strengths of a simulation is the near real time adjustments that can be made in regards to both the training content and conditions. We would be foolish not to capitalize these benefits.

Continued on page 9



U.S. Army Photo/Capt. Patrick Morgan

Army officers and a civilian break ground for a new Regional Simulation Center. The center at Fort Leavenworth, Kansas, will improve training. Lt. Gen. Robert B. Brown (left) turned a shovel full of dirt as did Brig. Gen. Joseph Martin, Col. Craig Unrath, Col. Tim Wulff, Col. Chuck Allen and Storm Savage.

Fort Leavenworth Breaks Ground for Regional Simulation Center

By Mike Casey, *Combined Arms Center - Training*

A new Regional Simulation Center at Fort Leavenworth, Kansas will improve unit training and save the Army money, Brig. Gen. Joseph Martin said at the building's groundbreaking ceremony held on Sept. 3.

"Today's groundbreaking signifies the Combined Arms Center's commitment to the future and serves as another step forward in providing the absolute best training for our military personnel," said Martin, the deputy commanding general of the Combined Arms Center - Training (CAC-T).

The center will house the hardware, software and technology that simulate a battle. It will provide corps and divisions with training simulations that allow commanders and staffs to exercise mission command.

During these exercises, commanders and their staffs receive simulated battlefield results such as casualties, troop movements and other data just as if they were in a real battle. These exercises sharpen the unit's communication,

coordination and planning skills.

"The simulations out of this facility will provide challenging and realistic environments that facilitate the execution of mission command fundamentals," Martin said. "Our new Regional Simulation Center will not only increase the training value for units and

"THE SIMULATIONS OUT OF THIS FACILITY WILL PROVIDE CHALLENGING AND REALISTIC ENVIRONMENTS THAT FACILITATE THE EXECUTION OF MISSION COMMAND FUNDAMENTALS."

- BRIG. GEN. JOSEPH MARTIN

leaders, but have the added benefit of reducing operational training costs."

The Regional Simulation Center demonstrates the Army's commitment to leveraging technology to lower costs.

Now it's not necessary for each corps and division headquarters to maintain their simulation capabilities. The Regional Simulation

Center and data distribution technology allow the Army to consolidate the simulations at Fort Leavenworth and push the simulation data to corps and division headquarters.

Martin called the construction project a team effort, involving CAC, CAC-T, the Army Corps of Engineers, Army Installation Management Command, architects and the construction company.

The building's architects, Jacobs Engineering Group, achieved a silver certificate in the Leadership in Energy & Environmental Design (LEED) program. This program recognizes best-in-class building strategies and practices that promote energy efficiency.

Carothers Construction Inc., Oxford, Mississippi, won the construction contract and expects to complete the 36,000-square-foot building in January 2016.

When complete, the Regional Simulation Center will house the Global Simulation Capability, a subordinate organization of CAC-T.



Avatar-based Simulations to Boost Counseling Skills

By Gary Sheftick, *Army News Service*

The idea began with six-foot avatars interacting with students in a classroom and matured into computer-based simulations to help Soldiers with counseling.

Emergent Leader Immersive Training Environment software known as ELITE Lite can now be downloaded by Soldiers with a CAC from the Army MilGaming portal at <https://milgaming.army.mil>.

Soldiers can select whether they want to be a virtual officer or NCO. Then they interact with uniformed avatars that have problems ranging from disagreements with their platoon sergeant to driving under the influence and sexual harassment. Responses provided to the avatars determine the direction of the counseling sessions.

Five ELITE Lite training modules are now being used as part of cadet leadership classes at the U.S. Military Academy. The virtual scenarios may soon be part of the curriculum for junior NCOs in the Warrior Leader Course.

This new type of interactive training is the wave of the future, said Marco Conners, chief of the Army Games for Training program at the National Simulation Center, Fort Leavenworth, Kansas.

Today's training tools need to have an element of "captivation and entertainment," he said.

"Soldiers today have grown up in a digital age," Conners said. "Students tend to learn faster and more if you place it into an interactive game environment instead of standing up there with a butcher board."

Simulations fill a vital need, he added.

"It's critical that our young leaders learn how to counsel Soldiers," Conners said. "Counseling skills help these leaders prepare Soldiers for any mission. Just as important, ELITE helps Army leaders develop to their full potential."

Requests to develop counseling simulations came to Conners in 2011, first from the Maneuver Training Center of Excellence at Fort Benning, Georgia. Then about a week later, the same request came from the Fires Center of Excellence at Fort Sill, Oklahoma.

Only a few weeks after that, a request came from West Point.

For a solution, Conners turned to the Army Research Laboratory's Human Research and Engineering Directorate, Simulation and Training Technology Center, or STTC, in Orlando, Florida, and the Institute for Creative Technologies at the University of Southern California.

The ICT had been working on a similar effort for a number of years. The ICT was a natural fit as it is a combination of computer scientists and researchers, and "there's some Hollywood state-of-the-art stuff that they do," he said.

ICT's first idea was to have life-like avatars interact with students in a classroom setting. They put together a demonstration at Fort Benning's Clark Simulation Center. The technology "floored" him, Conners said.

Soon he realized, however, that avatar classrooms would need to be built at least on 14 posts, camps and stations where the Warrior Leader Course was taught. So his team determined that computer-based avatars would make more sense.

ICT first developed three virtual scenarios: In one, a Soldier could not get along with his platoon sergeant. In another, a Soldier was bouncing checks. In the third, a Soldier had a DUI.

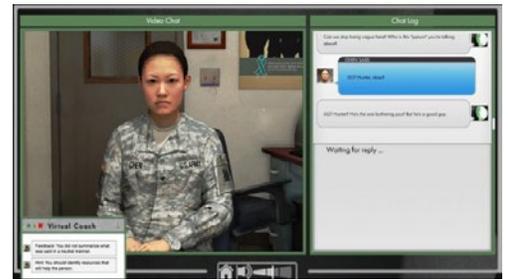
A team from ICT went to Fort Benning to develop the DUI scenario by interviewing Soldiers and leaders. They listened to the vernacular of how Soldiers talk.

"They captured that very, very well," Conners said.

Then in January of this year, officials decided that perhaps Sexual Harassment/Assault/Response and Prevention (SHARP)-related scenarios ought to be developed. Conners contacted G-1 staffers at the Pentagon for ideas.

Two scenarios were developed with help from the SHARP office at the Pentagon.

In the first scenario, a Soldier gets into a physical altercation with his squad leader. When the lieutenant interviews the Soldier, he finds the squad leader was making inappropriate



Emergent Leader Immersive Training Environment uses a video program to train cadets, junior officers and non-commissioned officers on a range of counseling skills. Avatars represent the Soldiers who need counseling.

comments about women in the squad. The Soldier couldn't take any more, Conners said, so he took a swing at his NCO.

"That's a pretty difficult dynamic for a young lieutenant to look at," Conners said.

In the second scenario, a young female Soldier wants a transfer because some Soldiers in the unit are making inappropriate comments about her. The lieutenant needs to figure out that a transfer is not what is really needed — what's needed is to get a handle on the situation and stop the comments.

"Through the scenarios, ELITE teaches new leaders interpersonal communication, critical thinking and problem solving skills integral to nurturing a climate of dignity, respect and mutual trust that result in lasting cultural change where sexual harassment and sexual assault cease to exist," said Dr. Christine T. Altendorf, director of the Army SHARP Office.

Conners said ELITE software can become a platform for other training needs.

"The beauty of ELITE Lite is not just that it will teach counseling, but you can use it for a multitude of different things," Conners said. ELITE is a platform that can be tailored to provide training for different professionals, he said. "You can use it for doctors to inform patients that they have a terminal disease."

ELITE Executive will eventually be developed to train specialty branches such as chaplains, doctors and lawyers, Conners said.

Continued on page 9



PM ConSim Supports Multination Computer-Assisted Simulation Exercise

By Rick Gregory, PEO STRI Strategic Communications Support Staff

When 10 United Nations Command countries and more than 30,000 members of the United States Armed Forces participated in an annual computer-assisted simulation exercise with the South Korean military, PEO STRI's PM ConSim was right there in the middle of the staged battle.

Called Exercise Ulchi-Freedom Guardian, it was conducted from August 18 to 29 and involved computer simulations hosted at various sites across South Korea and the United States, according to an Army News Service release.

"The exercise with the Republic of Korea is run by the Korea Battle Simulation Center in Seoul, South Korea," said Brian Orloff, a project director with PM ConSim. "This is the largest exercise supported by the Joint Land Component Constructive Training Capability (JLCCTC) and Warfighters' Simulation (WARSIM), fielded by PM ConSim."

JLCCTC and WARSIM, he explained, basically provide simulated enemy and friendly forces on simulated terrain so commanders and their staff can train in realistic wartime environments that include maneuvers, logistics, intelligence, air defense and artillery. He said the support from PEO STRI's PM ConSim included government representatives as well as a contingent of technicians from Lockheed Martin, the contractor for JLCCTC.

"During the Ulchi-Freedom Guardian exercise, JLCCTC modeled more than one million platforms that included 650,000 simulated vehicles and equipment and 350,000 simulated personnel that were distributed to more than a dozen sites stateside and abroad,"



U.S. Army Photo/Sgt. Eric-James Estrada

A South Korean Soldier, a U.S. Army Soldier and a U.S. Marine review a map at Camp Courtney, Okinawa, Japan during Exercise Ulchi-Freedom Guardian 2014.

Orloff said. "The exercise was considered a success, with the training audience accomplishing all of its training objectives."

Gen. Curtis M. Scaparrotti, the commander of the Combined Forces Command, spoke about the importance of Ulchi-Freedom Guardian in a release the command sent out at the conclusion of the exercise.

"This year's Ulchi-Freedom Guardian exercise further strengthened our combined defense and enhanced the readiness of the Republic of Korea, the United States Combined

Forces and the United Nations sending states," he said. "The exercise was based on realistic scenarios that enabled valuable training on our essential tasks and ensured we are fully prepared to defend the Republic of Korea should the need arise."

The United Nations countries who participated in the exercise included Australia, Canada, Colombia, Denmark, France, Italy, the Netherlands, New Zealand, Norway and the United Kingdom.

U.S. Army's Live Training Transformation (LT2) Product Line Inducted into the International Software Product Line Hall of Fame

By Jeremy Lanman, Ph.D., Lead Engineer/Architect, PEO STRI

On Sept. 19, 2014 at the 18th Software Product Line Conference (SPLC) held in Florence, Italy, the Live Training Transformation (LT2) product line became the 21st inductee to the International Software Product Line Hall of Fame. Induction to the prestigious hall of fame is recognition that LT2 "serves as a model

for what a first class software product line should be."

LT2 is the product line strategy put in place by the U.S. Army Program Executive Office for Simulation, Training and Instrumentation. Through the use of LT2, the Army's offices within the Project Manager Training Devices

(PM TRADE) build and maintain live training systems in support of home station training, deployed training, urban operations training, maneuver combat training center training and instrumented live-fire range training.

In 2009, the Army issued a contract to consolidate the management of the LT2 product

Continued on page 9



What simulators do you recall your Soldiers training on prior to deployment to Iraq and how effective did you think they were in preparing them for what they faced?

There were several systems that our organization used as part of our individual and collective training plan. The Engagement Skills Trainer, Close Combat Tactical Trainer and the Call for Fire Trainer were some that we used.

The systems that were tied directly to learning outcomes which were clearly articulated to the Soldiers seemed to have the greatest impact on individual and unit readiness.

Are there any training devices or simulators you would like to see the Army field or would you like to see any improvements to existing ones?

I would personally like to see the use of our systems articulated in a more prescriptive manner. Far too many leaders don't know what systems are available and therefore they do not use them and resort to using old systems or wasting limited live resources.

I would also like to see some of our key systems brought up to a higher level of maintenance and uniformity across the Army. It is frustrating for a leader to move to a new installation and realize that their new location does not have the same or similar systems. We must also create a culture that is willing to divest systems that we can no longer maintain or should maintain.

INTERNATIONAL SOFTWARE PRODUCT HALL OF FAME *continued from page 8*

line to gain further optimization in deploying live training systems. General Dynamics is the prime contractor, and in partnership with experts in the fields of product line engineering and live training they set out to develop a methodical approach to a second generation product line engineering adoption. The contract that the LT2 product line is executed within is called Consolidated Product-Line Management. The successful adoption of second generation product line engineering and management is currently yielding \$26 million per year in cost avoidance for products generated from the shared baseline.

LT2 has realized significant return-on-investment in cost avoidance, totaling more than \$570 million to-date in development and sustainment of live training systems. Live training systems in the product line support year-round training exercises at more than 150 locations across the globe, training individual Soldiers, as well as full brigades in live force-on-force and force-on-target engagements.

Whenever possible we should also seek ways to embed training systems into our actual systems. I recognize there is a cost associated with doing so, but where practical this will reduce the amount of equipment we must maintain while also building confidence in our actual equipment and training as we fight.

In the book "From One Leader To Another" you wrote about leader development. Can you see any applications for the use of simulations in leadership training?

There is no question in my mind that simulations have a direct application in leader development. Whenever and wherever we can immerse a leader in a situation prior to him or her experiencing that same or similar situation in a "real world" environment can only better develop them. It is about readiness, it is about being able to perform our mission and take care of our Soldiers.

Granted, we will never be able to replicate every leadership challenge they might face. However, if we can immerse the individual leader in an environment where they must think critically and creatively, where they must exercise sound judgment and further develop and demonstrate their professional competence, commitment and character, then we will be well on our way to being prepared for the uncertain and unforeseeable future in which we will be expected to operate.

The success garnered from the use of product line engineering has resulted in LT2 being recognized as a 2013 Department of Defense Value Engineering Award winner, a 2012 Excellence in Enterprise Information Award recipient from the Association for Enterprise Information, and selection as ASA(ALT)'s 2012 U.S. Army Acquisition Excellence Award for Information Enabled Army.

Induction to the Hall of Fame is a clear recognition that the Army's LT2 product line is a leader in the software engineering industry. The awards achieved during the product line evolution so far have validated that the product line approach is an effective model, resulting in tangible benefits to the Army. This however is not the last stop for the LT2 product line as PM TRADE continues to search out opportunities for sharing beyond software to further reduce the costs, and increase the quality and accessibility of live training capabilities afforded to the Warfighter.

More immediate, however, ELITE Professional will be aimed at the company level.

"We want the counseling to be at the next-higher level," Conners said. ELITE Lite is for platoon and below. ELITE Professional will be for company-level leadership: commanders, first sergeants and platoon sergeants.

ELITE provides consistency and standardizes the counseling process, Conners said.

"When you do peer to peer (training), it's really catch as catch can ... some people take it seriously and some don't," he said.

ELITE, he explained, "allows Soldiers to see how counseling should be properly done."

The ELITE content incorporates Army-approved leadership doctrine, according

"ELITE ALLOWS SOLDIERS TO SEE HOW COUNSELING SHOULD BE PROPERLY DONE."

- MARCO CONNERS

to the MilGaming portal. It goes on to say the software incorporates evidence-based instructional design methodologies and ICT research technologies such as virtual humans and intelligent tutoring.

The Institute for Creative Technologies, however, did not design the software alone.

Help was provided by the Army Research Lab's Human Research and Engineering Directorate, Simulation and Training Technology Center.

Another organization in Orlando, the Program Executive Office for Simulation, Training and Instrumentation, helped develop long-term logistics support for sustaining the software, Conners said.

Then the National Simulation Center team at Fort Leavenworth oversaw verification, validation and accreditation.

Verification ensures the software is stable, Conners said. Validation makes sure it can achieve the training objectives and tasks that it is trying to achieve. Accreditation is when a general officer reviews the training tool and certifies it. That was done in August by Brig. Gen. Joseph Martin, deputy commanding general of the Combined Arms Center – Training, Fort Leavenworth.

Validation of ELITE Lite involved students from both the Warrior Leader Course and Basic Officer Leader Course at Fort Benning. Students found the virtual training helped boost their confidence and self-esteem, Conners said.

PEO Places Renewed Emphasis on Command Special Interest Areas Through Annual Evaluations

By Rick Gregory, PEO STRI Strategic Communications Support Staff

With the completion of the Command Climate Survey and new programs put into place to address areas of concern that the survey revealed, the program executive officer, MG Jon Maddux, has issued a memorandum outlining the Command Special Interest Areas that will be evaluated annually to ensure compliance with the published policies.

With more than 100 different programs and policies subject to routine evaluations and audits by external and internal sources, the Command Special Interest Areas include

nine distinct functions – one being financial management of travel compensatory time and eight personnel areas.

The PEO said, while he welcomes and encourages reviews of all functional areas, the Command Special Interest Areas are those that were specific areas of interest identified in the Command Climate Survey.

“While PEO STRI leadership is happy to institute policies to address the survey concerns, we need to take it a step further and routinely evaluate the administration

and effectiveness of those policies,” the general said. “As an example, we will annually evaluate such programs as the new Compressed Work Schedule to review policy compliance, the hiring process to ensure the perception of fraternization and favoritism has been addressed and even evaluate the effectiveness of command communications.”

The memorandum outlining the Organizational Inspection Plan will be published on the PEO STRI intranet.



STEPPING OUT FOR TRAINING

Rotary-Wing Instrument Flight Examiner's Course 14-10 students, with flight commander Don McDonnell in the lead, pose for their class photo on the floor of Warrior Hall's South Bay in Daleville, Alabama. Warrior Hall is managed by PEO STRI Project Director Field Operations and supports the Flight School XXI Simulation Services contract. The Rotary-Wing Instrument Flight Examiner's course conducts 100 percent of their flight training in Warrior Hall's TH-67 helicopter training simulators.



Army Games For Training Exceeds User's Expectations

By Rita Boland, Senior News Editor, Signal magazine

It's very easy to fall into the trap of viewing simulated training as a game. With the prevalence of military-themed video games available to the general public, many people, including troops, grow up, or adapt to, playing virtual war. Despite the fact that I know training is different than playing, and despite the fact that I'd already talked at length with sources who drove home this point, when I went to experience Virtual Battlespace 3 (VBS3) in person, I expected to have fun playing with my avatar.

My visit to PEO STRI to research the August article [It Might be Virtual, But It Is Not a Game](#) turned out quite differently. This simulation is high fidelity, and it was hard. My inexperience with the weapons came through, because the technology's avatars reflect real-world skill levels. I'm not an expert in real life; I certainly wasn't an expert in the game.

And quite frankly, it was scary. More than once, nearby explosions rocked my avatar and for a while I could not see clearly, walk straight or make decisions. Enemies fired at me, but I could not get my aim in line to defend myself. One time, I made the mistake of getting out of a low crawl position. I stood up. Then, I was dead. The game coordinators were kind enough to regenerate me, but in the real world which this emulates, I would no longer exist.

Sounds obvious, right? But think about it for just a minute. I mean, really consider it. This simulation helps prevent exactly that scenario when used correctly. Life, and victory, depend on the split-second decisions made under extreme stress. With the right training, the right decisions are easier. Fidelity matters. Flexibility matters. With VBS3, groups can customize for exactly what their troops need.

Craig Porter, a product coordinator for gaming at PEO STRI, is a retired Soldier so he understands firsthand the need for accurate training. He wants users and potential users to think of VBS3 like a Lego set. Customers can take the pieces to create the models they need, building the right environment

for their mission success and survivability. His fellow product coordinator, Cheryl Long, echoes his sentiments and points out that these various offerings come standard. Users don't have to find funds to upgrade to more robust packages.

Additionally, VBS3 is part of the MilGaming community so any computer-savvy service member can build models and upload them for others to use. This approach falls in line with all the talk by the military of

but also sometimes more accurate. John Matthews, PEO STRI's project director for gaming, explains that in 2004–2005 as units prepared to deploy to Iraq, their convoy training in Florida involved driving down I-4, hardly a route fraught with enemy fire or IEDs. In VBS3, unit members can acquire a much better sense of what they will face in an overseas environment, whether it's the Middle East, the Asia Pacific or anywhere else.



The most recent version of the Army's 3D virtual training game, Virtual Battle Space 3, allows players to personalize their avatar within the simulation and the scenes and scenarios look a lot more real as well.

needing a more horizontal information sharing structure. It might not be intelligence, but it's an approach that takes advantage of the skills resident in the military. For a force facing budget shortfalls and personnel reductions, such a setup is a boon for any leaders smart enough to take advantage of it.

Simulated training has long been an opportunity for units to train less expensively than in live environments. As realism increases, the exercises become not only fiscally wise

Though I've been covering government technology for years, I have a renewed appreciation for the importance of accurate training. I hope the military continues to put an emphasis on this trend, because its benefits are manifold, and might be measured in lives and limbs.

*Reprinted with permission from Signal Magazine online,
www.afcea.org/content/?q=node/13332*

STRI IN FOCUS



U.S. Army Photo/Doug Schaub

PEO STRI's chief of staff, Col. Sharlene Donovan, is presented a gift from Lilly Segui on behalf of the Army Test and Evaluation Command for Donovan's work with them in her prior position as the Project Manager, Instrumentation, Targets and Threat Simulators.



U.S. Army Photo/Doug Schaub

MG Jon Maddux, program executive officer, presents Nigel Furgus his awards for being selected as the Employee of the Quarter for the 3rd quarter during the September 19 Town Hall.



U.S. Army Photo/Doug Schaub

Members of the PD Field OPS Contingency Operations Support Team pose with MG Jon Maddux, program executive officer, after being selected as the Team of the Quarter for the 2nd quarter at the September 19 Town Hall. From left are Cindy Huertas, Monica Escalante, Percy Parker, Don Wagoner, Tammi Middleton and Liz Owen. Not pictured are Tim Blumer, Ken Douglas and Dan Santiago.



U.S. Army Photo/Doug Schaub

Members of the PM Trade Squad Overmatch Team pose with MG Jon Maddux, program executive officer, after being selected as the Team of the Quarter for the 3rd quarter at the September 19 Town Hall. From left are Joan Johnston, Rob Parrish, Brian Kemper, Melissa Ruping and Rob Wolf. Not pictured are Pat Garrity, Sgt. Maj. Alan Higgs and Sam Napier.



U.S. Army Photo/Doug Schaub

MG Jon Maddux, program executive officer, presents the PM ConSim charter to Col. Ron Gaddy during the Assumption of Charter ceremony held on September 10 in Partnership 3.



U.S. Army Photo/Doug Schaub

Eric Hoffman, PM ITTS, was selected as PEO STRI's Employee of the Quarter for the 2nd quarter during the September 19 Town Hall.

