

# Simulation Operations

Winter 2005 / Volume 2 / Issue 1

## QUARTERLY

IN THIS ISSUE

4.

Using Game Technology for ES2 Simulation Training

8.

DARPA and the Service Chief's Intern Program

10.

Army Civilians in Modeling and Simulations

12.

Joint Assignment Policies 101

15.

A First-Person Account from the Right Seat

### In Every Issue

11.

FA 57 Officer Update

16.

Calendar of Events



## The Recently Organized Battle Command, Simulation, and Experimentation Directorate

*COL George F. Stone III*

Times are busy and fast moving for all of us. "Vice Chief of Staff Gen. Richard A. Cody told members of Congress and their staff Sept. 17 that the Army is transforming itself while fighting the War on Terrorism. 'We have a window of opportunity while this great Army's in motion and while we're learning and fighting this Global War on Terrorism to get the Army right. ... not only for the fight in Iraq and Afghanistan, but for the future.'"<sup>1</sup> The Battle Command, Simulation, and Experimentation (BCSE) Directorate is part of the recent transformation of the Army G-3/5/7.

*continued on page 2*

## Career Program 36 Modeling and Simulation Approved

*Roger S. Samuels*

*Proponent Manager FA 57 and CP 36 Simulation Operations Proponent Office*

I am very pleased to announce that the ASA (M&RA) signed a memo on 15 February 2005 establishing CP 36 Modeling and Simulation. The ASA (M&RA) designated the DCS G-3/5/7 as Functional Chief. The Functional Chief Representative will be the Director, Battle Command, Simulation, and Experimentation. Implementation actions have begun.

Since February 2002, I have been very fortunate to meet with many of you, your staffs, your directors and commanders both during and after a worldwide study and evaluation of the necessity and feasibility of CP 36. What you and your organizations do for this Nation with M&S is truly remarkable and your story has been told to the Army senior leadership. It has been three years since we began this initiative as a community and we have now been recognized by the Army as a Career Program.

CP 36 is committed to provide vital support to our Nation at war. As Army Chief of Staff General Peter J. Schoomaker stated in the FY 04-11 Civilian Human Resources Strategic Plan, "Our Army is serving a Nation at war. This war requires that all elements of our national power be applied in a broad, unyielding, and relentless campaign. This campaign will not be short; it will require deep and enduring commitment. Our Army is a proud member of the Joint Force expertly serving our nation and its citizens as we continuously strive toward new goals and improve performance. Our individual and organizational approach to our duties and tasks must reflect the seriousness and sense of urgency characteristic of an Army at war. Our Soldiers and our nation deserve nothing less...."

CP 36 in conjunction with FA 57 will lead the way in the use of M&S to help obtain the goals we must reach as a nation. ★

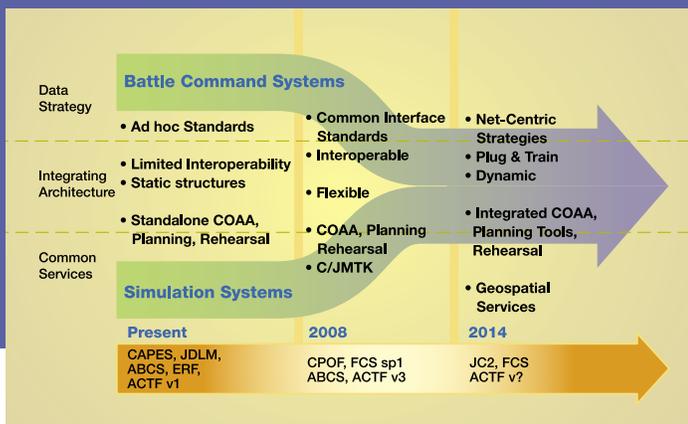
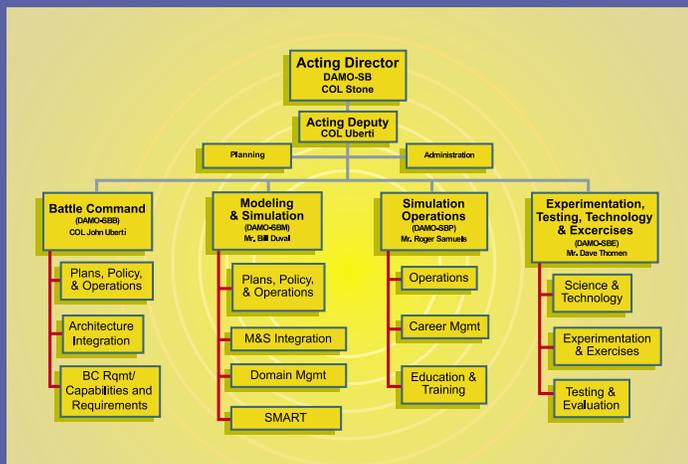


In July 2004 while serving as the Deputy Chief of Staff G3, GEN Cody reorganized the Army G3 into a G-3/5/7. One of the central reorganizations occurred with the formation of the Battle Command, Simulation, and Experimentation Directorate. The new BCSE Directorate integrates key mission areas of the staff into four divisions: Battle Command; Army Modeling and Simulation; Experimentation, Testing, Technology and Exercises; and Simulation Operations.

BCSE's mission is to integrate, synchronize, and standardize battle command, modeling and simulation (M&S), experimentation, testing, technology, and exercises across all Army and Joint processes from concept development through doctrine, organization, training and education, material, leadership, personnel, and facilities (DOTMLPF). BCSE is the advisor and proponent to the Joint and Army Staff on battle command, M&S, and related investment prioritization, experimentation, technology, systems integration, education, training, standardization, and professional development.

The driving force behind this new organization was to leverage the synergistic effect of simulation and battle command capabilities, which will ultimately produce an integrated system for mission planning, training, rehearsal, execution, and assessment. The goal is to merge battle command and simulation/training systems into an integrated, common architecture by 2014. Our positive effects will significantly accrue in the Army as we continue to reach out to our partners within the G-3/5/7, Training and Doctrine Command (TRADOC), Army Test and Evaluation Command, Combined Arms Center, U.S. Forces Command, Joint Forces Command, and other organizations.

Figure 1. Battle Command, Simulation, and Experimentation Directorate



What you can expect from BCSE is a standardized holistic battle command capability that incorporates the functions of command, control, and intelligence; incorporates the missions of surveillance and reconnaissance; and supports state-of-the-art communications and computers. The Battle Command Division's first major undertaking is to test and field Army Battle Command System (ABCS) 6.4 to all Brigade Combat Teams down to battalion level. This digital system is critical to the success of the force. The Modeling and Simulation Division will assist Battle Command in instituting the Command Post of the Future. The M&S Division will also focus on finding tools for mission planning and rehearsal and course-of-action analysis integrated as part of the Battle Command systems. During the next year, BCSE will continue to develop, staff, and inculcate the Army Geospatial Data Integrated Master Plan with TRADOC TPIO Terrain Data while jointly achieving success with the Joint Geospatial Enterprise Services development programs. We will continue to perform the following duties:

- monitor and assess training exercises and military operations; research, development, and acquisition; and advanced concepts requirements models and simulation programs
- collaborate and coordinate with Defense Department and Service M&S offices
- avail our BCSE staff of model improvements and technology enhancements

Figure 2. Battle Command and Simulation Migration

Our newest division, established in the reorganization, is the Experimentation, Testing, Technology, and Exercises (ETTE) Division. The ETTE Division will formalize its new roles and mission by reviewing current Army and Joint policies, events, and processes in these areas. As needed, the ETTE Division will establish Army experimentation policy, guidance, and methods as well as promote tools to maximize the efficiency and effectiveness in ETTE areas alongside M&S, science and technology (S&T), and Battle Command efforts. The ETTE Division is also responsible for synchronizing the strategic focus of Army science and technology investments. The division will develop and staff an Army Experimentation Master Plan.

Finally, as the proponent office for Simulation Operations (Sim Ops), we will continue to develop and support the structure, roles, and development of Functional Area (FA) 57 Simulation Operations officers and Career Program 36 civilian personnel. The Sim Ops Division continues to excel and provide quality service to the FA 57 officer corps and M&S workforce. The Sim Ops Division will also develop the S7 Skill Identifier course, a NATO M&S lecture series, and M&S classes for acquisition professionals. The BCSE Directorate certainly has a significant amount of work ahead, but with your assistance, it can be accomplished.

To sum up the BCSE Directorate as a military operation, let me draw on a warfighting analogy. The main effort of BCSE is Battle Command, with ETTE acting as the scouts screening and reconning the future. The M&S Division supports the main effort, while the Sim Ops Division provides the logistical support for the entire BCSE mission and vision in providing qualified simulation professionals. As we support the current force, reset the force, and shape the future force, I look forward to serving you. ★



COL George F. Stone III is the Acting Director of the Battle Command, Simulation, and Experimentation Directorate. After graduating from the Army War College in 2003, COL Stone was selected to be the Deputy Director of the Army Model and Simulation Office. Early in his military career, COL Stone served in many field artillery positions. After earning a master's degree in industrial engineering, he taught at West Point's newly formed Department of Systems Engineering. During this assignment, COL Stone developed the combat simulations laboratory, which was used in systems engineering coursework and research. After completing his doctorate in industrial engineering, COL Stone was designated a Functional Area 57 (Simulation Operations) officer and assigned to TRADOC as the System Manager for the Warfighter's Simulation and later the software development team lead for the Joint Simulation System. COL Stone later served as the Director of the Warfighting Analysis Integration Center in the Pentagon and the Technical Director and Army Representative on the Joint Warfare System program.

\* Reeba Critser, "Vice chief reports Army status at Defense Forum," ARNEWS, Army News Service, September 21, 2004 ([www4.army.mil/ocpa/print.php?story\\_id\\_key=6376](http://www4.army.mil/ocpa/print.php?story_id_key=6376)).

---

*The SimOps Division  
continues to excel and  
provide quality service  
to the FA 57 officer corps.*

---

■ ■ ■ The United States Army Presents ■ ■ ■  
**EVERY SOLDIER A SENSOR**

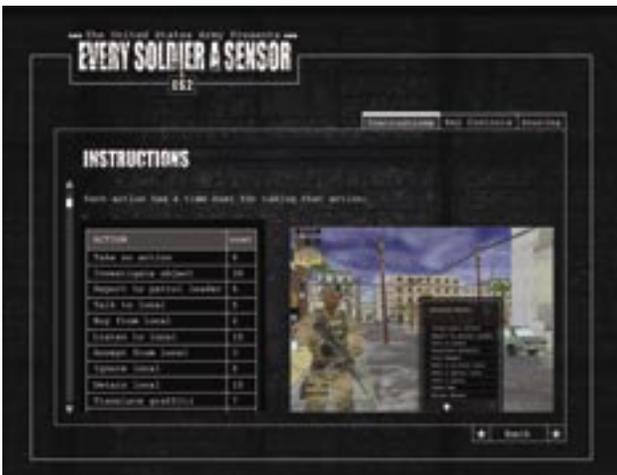


## Using Game Technology for ES2 Simulation Training

### MAJ Dan Ray

MAJ Dan Ray is a Functional Area 57 (Simulation Operations) officer, basic branch Signal. He is serving as the Modeling & Simulations officer at HQDA/G-2. His previous assignments include tank platoon leader, support platoon leader, and battalion signal officer at the 5th Battalion 77th Armor, Mannheim, Germany; S-1, assistant S-3, and B company commander at the 13th Signal Battalion, Ft. Hood, TX; Concept Integration Officer, Mounted Maneuver Battlespace Lab, Ft. Knox, KY; and Simulation Operations Officer, National Simulation Center, Ft. Leavenworth, KS. MAJ Ray has a B.A. in journalism and an M.A. in information technology management.

### Intro and Background



*Soldiers are offered a menu of possible actions when interacting with an observable.*

In late 2003, the Army G-2 began developing the concepts for “Actionable Intelligence,” one of the Army Chief of Staff’s Focus Areas. Directly tied to Actionable Intelligence was the fundamental idea that “Every Soldier is a Sensor,” or ES2.

The Department of the Army, Task Force Actionable Intelligence, and the Army Training and Doctrine Command (TRADOC) began working on the means to improve Soldiers’ observation and reporting skills immediately after the ES2 concept was articulated. Designing and developing equipment and technology for Soldiers on the ground to provide “point of origin” information in real time to intelligence analysts and then return these data to the leaders and Soldiers, is making great strides. All Soldiers must be information collectors because today the “front lines” encompass more than physical lines on a map.

The Institute for Creative Technologies (ICT) has created a prototype, ES2Sim, or ES3 for short, to support the ES2 initiative. (In its conceptual stages, ES3 went by the name Intel Weaponeer.) In just nine months, the ES3 went from inception to prototype.

The ES2 concept aims to improve Soldiers’ basic observation and reporting skills. The bottom-up feedback from Soldiers on the ground has always been critical to intelligence operations. The Commander’s Critical Information Requirements\* (CCIRs) are embedded in Army doctrine. But how many Soldiers in the grades of E1 through E4 know what CCIRs are or even why or how they have a role in meeting such requirements?

Based on the asymmetric threat environment in combat today, Soldiers are expected to perform increasingly unique and unconventional roles and missions on a regular basis. In fact, formerly rear-echelon troops are sometimes more likely to face a threat than those on the so-called front lines.

Although the phrase “Everyone is a rifleman” is not new, it is now a stark reality for today’s Soldiers, regardless of their specialty. In addition to being trained to engage and destroy threats, Soldiers must also be trained to evaluate and interact with their environment to gain and use intelligence at the tactical level. The intelligence that Soldiers obtain are operationally and strategically important because the tactical, operational, and strategic levels of war in today’s insurgencies are blurred.

Human intelligence (HUMINT) in a full-spectrum environment is a key requirement today. Lessons learned from current operations have revealed that all Soldiers need more than fundamental training of information gathering and reporting.

Soldiers are currently learning their new duties as information collectors (sensors) in theater and on the job. This is unacceptable. Soldiers must be training in fundamental observation and reporting techniques early and often, at all levels, and among all branches and specialties. All Soldiers must learn to identify and report information vital to the fight.

---

*In addition to being trained to engage and destroy threats, Soldiers must also be trained to evaluate and interact with their environment to gain and use intelligence at the tactical level.*

---

## Why Use Simulation for ES2 Training

While no simulation replaces personal leadership, operational experience, or live training, virtual simulations offer advantages that are not provided by live training and classroom instruction. Virtual simulations conserve resources, establish standard ground rules (doctrinal baselines), and enable distribution and monitoring.

### Resources

- Role players (whether contracted or military) at a Combat Training Center for all Soldiers are expensive. Simulation can provide some rudimentary training in Initial Entry Training (IET) and for the National Guard and Reserves.
- The acquisition process to build or integrate a high-end virtual simulation for individual training is time consuming. On the other hand, a simple commercial-off-the-shelf (COTS) game interface can be used to accomplish some basic training. Sometimes, stand-alone training tools will suffice, if they are built quickly and inexpensively.

### Standard Ground Rules (Doctrinal Baselines)

- Leaders must train their Soldiers “hands-on,” but every leader trains differently, using a unique style based on their experiences. A standard introduction using simulations provides an approved, doctrinal baseline for predeployment training.
- Simulation applications provide repeatable training opportunities that are in a format that Soldiers will enjoy and want to do over and over (because they like it!). Their leadership will know that a common training regimen is being distributed and used.



*Images can be inserted into the 3D terrain to create “Observables” like this group of young males.*

*continued on page 6*

### Distribution and Monitoring

- Given a TRADOC-approved host, trainers can monitor the simulation usage and training performance of various units and even individual Soldiers.
- Active Component and Reserve Component (AC/RC) accessibility is important. The potential to download and train prior to deployment is a significant force-multiplier. There is also the potential for “digital signature certification” on line, if approved.

### From Concept to Prototype in a Few Months

The concept of using an interactive training tool to support ES2 training was developed to meet the current and immediate requirement to fully implement ES2—not in five years, but now.

The ICT is a collaborative effort among the Army, the University of Southern California, and the entertainment industry. ICT’s goal is to create the Experience

Learning System, which “provides the ability to learn through active, as opposed to passive, systems.” The ICT has developed two combat games—Full Spectrum Command and Full Spectrum Warrior—in an effort to take advantage of easily implemented commercial game applications and inexpensive hardware to develop training tools.

The ES3 project was launched in early July 2004 after Mr. Jeff Wilkinson, the program manager for Research, Development, and Engineering Command (RDECOM), approved the effort as a proof of principle. From a technical standpoint, the challenge was to build a reasonably good application quickly and relatively inexpensively. As for the Army, the question is whether the “system” can produce in less than a year an operational training tool for Soldiers that is acceptable to Army leadership.

ICT contracted with Warner Brothers On Line (WBOL), based in Glendale, CA, to develop the application. The team delivered Version 1.0 of the ICT’s “Self-Directed Learning Internet Module (SLIM)-ES3” in September 2004, just three months after the project began in terms of software development. After evaluating several development and player applications for three-dimensional (3D) virtual environments, WBOL and ICT decided that Virtools ([www.virttools.com](http://www.virttools.com)) was the most appropriate for their needs.

ES3 uses a unique blend of 3D terrain, objects, and figures with two-dimensional “sprites,” that is, bitmaps of real-world images. The objects, or observables, that populate the user’s “world” can be altered and replaced via manipulation of the database in Microsoft Access.

### Lessons Learned

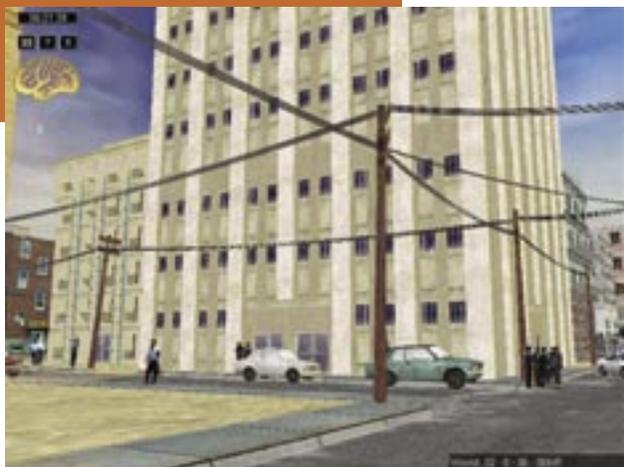
Several lessons and issues involving security, software, and hardware have been brought out by this project.

### Distribution and Hosting

As a training tool, ES3 uses representations of key observables and notional CCIR in a complex urban environment. ES3 then requires the Soldier to accomplish various interaction, reporting, and memory tasks to obtain a positive outcome

## Interested in Testing ES3?

The ES3 prototype is now being distributed to a limited number of Soldiers for beta testing. Anyone interested in testing ES3 and providing feedback should contact the author at [daniel.ray@us.army.mil](mailto:daniel.ray@us.army.mil).



*A police station can be a dangerous place.*

(a high score and kudos, for example). Finally, the after action review, or AAR, portion provides information on the objects and people the Soldier encountered during his or her “run.” The application, therefore, depicts some basic tactics, techniques, and procedures, even though all the information in the prototype was obtained via public sources. While this is an unclassified simulation, it would be very unwise to provide full public Internet access. Should terrorists be able to see and evaluate this simulation? No. To ensure only the intended users have access to ES3, Army Knowledge Online (AKO) is being used to limit the distribution of ES3 to Soldiers and other appropriate personnel.

### **Nonaccredited Executable Software**

Virtools works much like Windows Media Player—it plays a game file, but it also provides a unique 3D visualization capability. However, Virtools is not an Army-accredited application, such as Windows Media Player, Microsoft Office, Adobe Acrobat, and others. This means that ES3 cannot be installed on government computers (especially those on a network) unless the local information system security officer approves the installation. Although this isn’t an issue for Soldiers using ES3 at home, local approval is required to operate ES3 on unit hardware. If TRADOC approves fielding ES3, the Army G-6 (Chief Information Officer) would need to grant accreditation to Virtools. Accreditation is a time-consuming process, taking at least one year.

### **System Requirements**

The minimum hardware specification for ES3 is 1.5Ghz, 256MB RAM, and a 64MB graphics controller, all working together. Most home computers meet these requirements, but the average government computer is lacking in some areas, usually graphics. Moore’s Law, which states that computer capability doubles every 18 months, should resolve this issue for the Army. In 2005, ES3 system requirements are expected to be “standard” baseline for government hardware.

### **Conclusion**

Marksmanship and force protection are the most critical skills. But every Soldier is also a sensor—the best intelligence collector! Every Soldier must be properly trained to know what that entails and to perform those duties. ES3, an application derived from commercial game technology, will become an important tool in teaching that lesson. ES3 can help prepare all Soldiers for the demands that will be placed on them. ES3 is not a skill trainer but a brain trainer for improving cognitive skills. ES3 will help Soldiers understand they are an integral part of the fight and the intelligence architecture. Their job is not just killing the enemy but finding him. ★

*\* Although CCIR is not an acronym that is included in the Common Task Test (CTT), one main CTT task relates to ES2: “Report Intelligence Information,” referring to the SALUTE (Size Activity Location Unit Time Equipment) report. Until now, the conditions and standards of this task were along the lines of: “three tanks, moving North, grid 123456, unit 23rd Division, 0435”—decidedly a “Fulda Gap” or “73 Easting” type scenario. The ongoing transformation is introducing change, from Initial Entry Training to the way the Army interacts with the Intelligence Community.*

---

*ES3 can help prepare all Soldiers for the demands that will be placed on them. ES3 is not a skill trainer but a brain trainer for improving cognitive skills.*

---

## DARPA and the Service Chiefs' Intern Program—An Intern's Experience

**MAJ Chris D. Niederhauser**

*MAJ Chris D. Niederhauser is Chief of Simulations at the Depth & Simultaneous Attack Battle Lab, Ft. Sill, OK.*

---

*...the DARPA internship has been one of the best experiences of my career.*

---

The Defense Advanced Research Projects Agency (DARPA) mission is to “maintain the technological superiority of the U.S. military and prevent technological surprise from harming our national security by sponsoring revolutionary, high-payoff research that bridges the gap between fundamental discoveries and their military use.”\*

For 8 weeks, I served in the office of the Director, DARPA, as the Training and Doctrine Command (TRADOC) representative in the Service Chiefs' Intern Program. I came into the program to fill a TRADOC tasking to Ft. Sill, OK, and, unlike most taskings, the DARPA internship has been one of the best experiences of my career. In addition to TRADOC, DARPA has agreements in place to receive interns from FORSCOM, the Navy, the Marine Corps, the Air Force, Joint Forces Command, and the National Aeronautics and Space Administration.

The inspiration for the internship program came from DARPA Director, Dr. Tony Tether, whose vision was to give young officers an expert, insiders' understanding of significant impending technological changes that the Service Chiefs view to be the most likely to revolutionize future warfare capabilities. By including lower grade officers, DARPA would develop a “nest of experts” that would be able to articulate and explain the revolutionary technology advances underway at DARPA and potentially help transition those technologies to the Services in the future.

*Photos courtesy of the US Army. From left to right, photos by Shane A. Cuomo, Andrew D. Young, and SPC James Smith Jr.*



While at DARPA, I met with program managers and participated in detailed discussions of more than 54 programs, which represent only a fraction of the programs sponsored by DARPA. A couple of programs that I would like to highlight are DARPA Training Wars (DARWARS), the Polymorphous Computing Architectures (PCA) program, and the Network Modeling and Simulation (NMS) program. Training Superiority, DARWARS, in the Defense Sciences Office, is an interesting program that seeks to transform military training by providing continuously available, on-demand, mission-level training for all forces at all echelons with potential application to on-board training applications in the Future Combat Systems. The DARWARS program plans to accomplish this by creating scalable Last-Meter Training (LMT) systems and an architecture to populate with and link stand-alone LMT systems.

The PCA program in the Information Processing Technology Office (IPTO) is addressing the need to provide interactive real-time terrain computation, visualization, and manipulation for computer-generated forces, given extremely dense terrain databases and thousands of entities. The PCA program intends to hand off some of its work to the One Semi-Automated Forces program for introduction into Block D.

Another IPTO program is the Network Modeling and Simulation (NMS) program. The goal of the NMS program is to create network modeling and simulation tools that are trustworthy to predict, with known accuracy, network behavior at varying time scales and for different network sizes and composition.

My eight-week internship at DARPA was an eye-opening experience at an organization conducting some very exciting work. To learn more about DARPA and its programs, visit DARPA's Web site at <http://www.darpa.mil>. ★

*\* Defense Advanced Research Projects Agency, Bridging the Gap, 2004.*

## Army Internships at DARPA

The Army participates in two internship programs with the Defense Advanced Research Projects Agency (DARPA). One program is the Service Chief's Program (SCP), which is available to all Services. The Army tasks Forces Command (FORSCOM) for officers to participate. The Army began participating in the SCP in 2003. Army participation was formalized in March 2004, when the Director of DARPA signed a Memorandum of Understanding with the Director of the Army Staff. The other program that enables Army officers to participate in DARPA internships is based on a private agreement between DARPA and the Commander of Training and Doctrine Command (TRADOC). That program has also been in effect since 2003. This program continues under a verbal agreement.

Interns are selected differently for the two programs. For the SCP program, FORSCOM conducts an internal selection in response to SCP tasking orders. The task is for one officer, three months per rotation, with a total of four participants per year. TRADOC conducts its own selection board to pick two officers for two-month rotations, with a total of 12 participants per year. At these rates, the Army sends about 16 interns to DARPA per year. DARPA hosts about 44 interns per year from all participating organizations. Other participants include the Air Force (8 participants), Marines (4 participants), Navy (6 participants), National Geospatial Agency (4 participants), and Joint Forces Command (6 participants).



---

*Simulation has a unique core body of knowledge that has been identified and accepted by industry, academia, and government, both nationally and internationally.*

---

## **Army Civilians in Modeling and Simulations**

**Janet Walton**

*Janet Walton is a senior military analyst for Alion Science and Technology supporting the Simulation Operations Proponent Office.*

The Army's transformation and technology advancements have significantly contributed to the role of civilian modeling and simulation (M&S) professionals, as critical enablers, supporting Defense Department and Army programs across the RDA, ACR, and TEMO domains.

Army civilian M&S professionals should have the following:

- an M&S focus and be equipped with multidisciplinary knowledge, skills, abilities, and experiences
- training and education in M&S theory, models, and tools
- knowledge of how the Army trains, acquires, and experiments
- an understanding of how to integrate M&S models and tools into training, acquisition, and experimentation
- the ability to act as a “change agent” who can infuse M&S throughout the Army today and tomorrow and help meet the increasing demands of the Army's mission

To date, there are no defined linkages between civilian training, education, professional development and M&S career paths. Army civilian career experiences, job series, and career programs are not currently designed to produce professionals with the breadth of knowledge, skills, and abilities for current and future M&S needs. A civilian career program for M&S that uses course materials developed by the Army, M&S programs offered by academic institutions, hands-on modeling and simulation training, and professional development opportunities will correct this career development shortfall. Such a career program will provide a model that will systematically produce and retain civilian M&S professionals for current and future M&S needs.

Simulation has a unique core body of knowledge that has been identified and accepted by industry, academia, and government, both nationally and internationally. Academia has established formal accredited M&S educational programs at all levels, associate through doctorate.

Simulation has a unique core body of knowledge that has been identified and accepted by industry, academia, and government, both nationally and internationally. Academia has established formal accredited M&S educational programs at all levels, associate through doctorate.

M&S training, education, and professional development opportunities currently available for Army civilians include, but are not limited to, the following:

- Simulation Operations Professional Course (three-week course)
- Simulation Operations Course (six-week course)
- “Right-Seat Ride” Program at the National Training Center (7 to 9 day training period)

For more information on civilian training and educational opportunities, please visit the Battle Command Web site at <http://www.amso.army.mil> and click on “Civilian M&S Program” or contact [janet.walton@hqda.army.mil](mailto:janet.walton@hqda.army.mil). ★



*Photo courtesy of the US Army.  
Shane A. Cuomo.*

## FA 57 Officer Update

### Officer Professional Management System III Review

**MAJ Favio Lopez**

*MAJ Lopez is the FA 57 Simulation Operations Proponent Officer.*

The Army is currently reviewing its Officer Professional Management System (OPMS). The purpose of the OPMS study is to review how the Army currently develops and manages its officer corps to support both current and future operational requirements. In August 2004, Human Resources Command started a holistic review of OPMS to examine current practices and recommend changes to:

- develop skills required for both today and tomorrow
- group skills functionally to meet Army requirements
- acquire, develop, and retain professionals with a warrior ethos who also aspire to a lifetime of service
- shift to less command centric, less prescriptive, and less timeline-driven career paths
- institutionalize a process to manage the changes required to maintain the long-term health of the officer corps

The FA 57 proponent office has been part of this process from the beginning, providing and educating those involved in the working groups and making decisions on the roles and functions of the FA 57 officers throughout the force for today's Army and the future. It is clear that FA 57 officers are valued by the Army senior leadership as a vital part of supporting the force and assisting in its transformation. What is even more evident is that, as simulations play an ever-increasing role in both training and military operations, the roles of FA 57 officers will increase. The FA 57 proponent office will update the FA 57 community on Army Chief of Staff decisions at the Simulation Operations Conference in Atlanta this April.

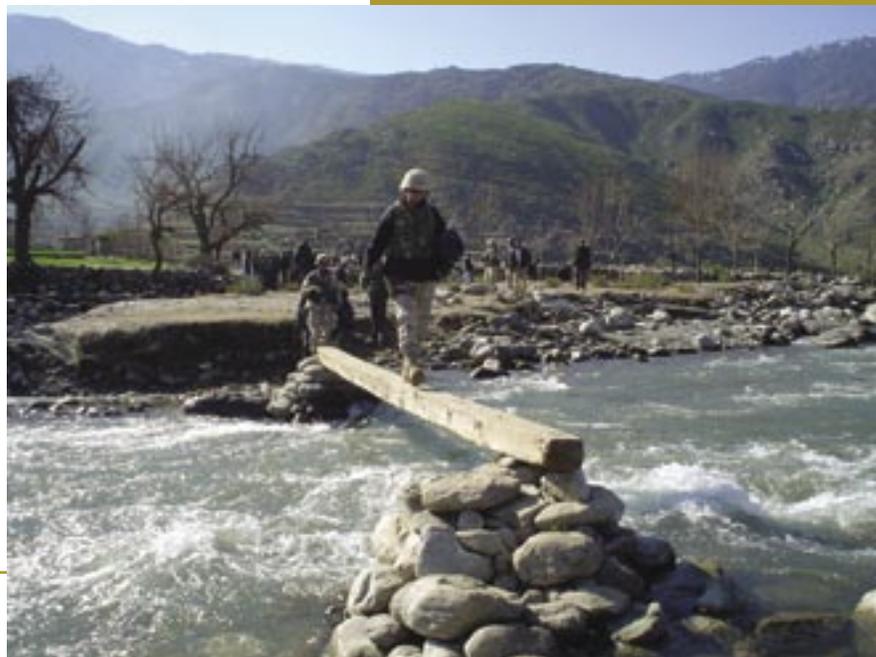
In the next year, several issues will continue to be studied, with the focus on ensuring that (1) OPMS supports an Army at war that is also an Army in transformation and (2) the officer corps remains relevant and ready. To stay current with the OPMS review, visit the Leader Development Division Web site at [www.perscomonline.army.mil/OPfamdd/LDD1.htm](http://www.perscomonline.army.mil/OPfamdd/LDD1.htm).

The FA 57 proponent office has been deeply involved in making sure that the Army's needs are met. Most importantly, the work that FA 57 officers do helps Army leaders understand what an FA 57 simulation operations officer does and the FA 57's value to the organization. ★

## First Simulation Operations Conference this April

The first annual Simulation Operations Conference will be held April 12–14 in Atlanta, GA. All FA 57 Active Component, Reserve, and National Guard officers are invited to attend. Captains serving in a simulation officer's position are invited and encouraged to attend. This conference has been in the planning process for quite some time, and the agenda will be jammed packed with opportunities to share experiences, learn about new technologies, discuss issues facing the career field, and discuss the roles and functions of FA 57s in the Future Force. Needless to say, given the diversity and the large number of FA 57s across the Army, strong participation is anticipated from all three components.

Information on the agenda or to register online will be posted at [www.fa-57.army.mil](http://www.fa-57.army.mil). If you have any questions, please contact MAJ Favio Lopez or Mr. Rodney Barber via email at [sim-ops@hqda.army.mil](mailto:sim-ops@hqda.army.mil).



*Photo courtesy of the US Army.  
SGT April Johnson.*

# Joint Assignment Policies 101

## LTC Brian Bedell

LTC Brian Bedell is the Army Simulation Operations (FA 57) Career Manager and IO/IS Branch Chief, Human Resources Command. The author would like to thank LTC Robert Shirley of OPMD's Joint Policy Section and MAJ Mike Anderson for their work in preparing this article.

One subject that garners a great deal of interest from officers in the field is Joint duty positions. What are they? Should I try to get one? Will a Joint assignment help me get promoted? This article aims to clear up some of the confusion in the field about Joint assignments and answer many of the most frequently asked questions faced by the FA 57 Assignment Officer and Human Resources Command (HRC) staff on a daily basis.

Joint duty assignments (JDA) are positions that are on the Joint Duty Assignment List (JDAL). The JDAL is the master document that lists the more than 3,000 Army positions that are approved as Joint billets by the Joint Staff (JCS J1). There are two categories of JDA billets: Joint Critical and Joint. Joint Critical positions require the officer to have the 3L Additional Skill Identifier (ASI), which is also known as the Joint Specialty Officer (JSO) identifier. There are only 237 Joint Critical billets. (How an officer obtains the 3L ASI is explained later in this article.)

If the position is not on the JDAL, it does not qualify for Joint tour duty credit. Many Department of Defense (DoD) organizations have Army authorizations that are not on the JDAL. The Joint Active Component FA 57 positions listed in the fiscal year 2006 authorization documents are provided in Table 1 (page 13.) Editors' note: There are two USAE AGR Joint billets, an 05 in the USAE Joint Warfighting Center, and an 04 in the USAE NORTHCOM.

## Joint Law and Policy

The purpose of the Goldwater-Nichols Act passed in 1986 was to improve the performance and warfighting capabilities of our military in a Joint environment and to ensure

that the Uniformed Services would send high-caliber officers to Joint duty assignments. The Act and its subsequent amendments have been fully integrated into Title X of the U.S. Code. To summarize, this legislation (and resulting DoD policy) established the following:

- promotion goals for officers serving in Joint positions
- mandatory tour lengths (managed down to the day)
- education and training requirements
- general officer approval on all Joint assignments
- the JSO nomination process
- the distribution of officers to be assigned to Joint positions following Military Education Level 1(MEL-1) training
- an Annual Report to Congress, "The Army's Report Card"
- the requirement for general and flag officers to be JSOs prior to promotion (effective 30 September 2007)

## Assignment and Promotion Management

Title X establishes promotion goals for officers that have Joint experience to ensure high-quality officers are sent to Joint positions, not just to Army Staff positions. The law states that

Officers who are serving, or have served, on the Joint Staff are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for the officers in the same Military Service in the same grade and competitive category who are serving, or who have served, on the headquarters staff of their Military Service (i.e., Army Staff).

Additionally, the law states that JSOs have the same goal for promotion rates as officers with Joint Staff experience. Officers who are serving, or have served, in Joint Duty Assignments (JDAs) are also expected to be promoted at a rate that is not slower than the Army average. DoD policy states that officers who are serving, or have served, in the Office of the Secretary of Defense have the same goal as officers serving on the Joint Staff.

All officers nominated for a JDA must be approved by a general officer. At HRC, the Director of Officer Personnel Management Directorate (OPMD) is briefed on every officer nomination. If an officer is at risk for promotion to the next higher grade, he or she may not be approved by the Director (unless skills and experience dictate otherwise). Because of this, assignment officers at HRC screen all JDA nominations very carefully to ensure that the Army is sending a high-caliber officer to the Joint command. The rule of thumb for an officer to be assigned to a JDA is he or she must be in the top 50 percent of that officer's year group in terms of promotion potential.

Does serving or having served in a JDA give an officer an advantage for promotion? Based on HRC analyses, the answer is no. Although the promotion board members will see the annotation made for Joint service (as well as for Army Staff service), there has been no statistical correlation over the last three years between Joint duty and selection for promotion to lieutenant colonel or colonel. Promotion board results are never changed to meet Joint promotion goals. However, because HRC rarely



Photo courtesy of the US Army.  
SPC Harold Fields.

places an officer who is at risk for promotion into a JDA, the Army continues to meet its Joint promotion goals every year.

## Tour Lengths

Each Joint billet has a mandatory tour length. Generally, the tour length is 36 months, and this time period is counted down to the day. An officer must serve a complete tour to receive full Joint tour credit. The four most common ways in which an officer may leave a Joint tour early and still receive full tour credit are as follows:

- **Constructive credit.** This option allows an officer to leave up to 60 days early and is generally used for professional development reasons only (reporting to a Service school, taking command, etc.). Constructive credit approval depends on the average Joint tour length for the Army. If the average is very close to 36 months, then approval may be difficult to obtain.
- **Critical occupational specialty take-out.** This option allows an officer (serving in his or her initial JDA only) to leave after 22 months. (Note: This option is available only to combat arms and engineer officers. Therefore, FA 57 officers only have three options.)
- **Multi-tour take-out.** This option allows an officer to leave after 24 months (to the day) since time on station. However, this option applies only to officers in their second Joint tour. Accordingly, officers in their first, third, or subsequent Joint tour are ineligible.
- **Secretary of Defense (SECDEF) waiver.** Everything is “waiverable,” and if you have a good enough reason to leave your Joint tour and you don’t fit into any of the other categories, this is an option. SECDEF waivers are typically granted to attend Senior Service College or take command. All SECDEF waivers require a general officer letter of release from the officer’s current Joint command.

## Joint Professional Military Education (JPME)

To serve in a JDA, an officer must complete Phase I JPME requirements. Army officers can meet this requirement by completing resident or nonresident Command and General Staff College. JPME Phase II training is a 12-week course taught at the Joint

**Table 1. Authorized Joint Positions for Fiscal Year 2006**

Command	Position	Grade
National Defense University	Senior Military Fellow	O6
USAE CENTCOM	Division Chief	O6
USAE EUCOM	Section Chief, Plans	O5
USAE PACOM	Military Analyst	O5
USAE PACOM	Exercise Operations Officer	O4
USAE United Nations Command (USFK)	Exercise Officer	O5
USAE United Nations Command (USFK)	Exercise Officer	O5
USAE United Nations Command (USFK)	Exercise Officer	O4
USAE United Nations Command (USFK)	Exercise Officer	O4
USAE Southern Command	Chief, Joint Operations Intelligence Center	O5
USAE Southern CMD	Watch Captain	O5
USAE Southern CMD*	Operations Officer	O3
USAE Strategic CMD	Chief, Modernization and Simulations Support Branch	O5
USAE Joint Warfighting Center	Capabilities Development Team	O5
USAE Joint Warfighting Center	M&S Development Coordinator	O5
USAE Joint Futures Lab	Future Model Officer	O5
USAE Joint Test Activities	Simulation Operations Officer	O4
USA SHAPE	Chief, Training Section	O6
USAE SACLANT	Special Operations Concept Development	O5
USA AFSOUTH BN	Chief, Exercise Section	O5

\* The captain position in SOUTHCOM does not award Joint duty credit.

and Combined Warfighting School (JCWS) in Norfolk, VA. Officers who are on orders to a JDA or are currently serving in a JDA may be enrolled in the course. Unfortunately, the course is taught only three times a year, with start dates in the second, third, and fourth quarters of each fiscal year. The final determination of whether an officer attends JPME II rests with the gaining command. If the command determines that attendance to the school (and delayed reporting date) will adversely affect the unit’s mission, it will not authorize attendance.

Officers can also complete all JPME training by completing Senior Service College (MEL-1) at one of the National Defense University (NDU) schools, such as the National War College or the Industrial College of the Armed Forces.

*continued on page 14*

## Joint Skill Identifiers

Officers who receive full Joint duty credit for completion of a JDA in an approved JDAL position will earn the “3A” ASI. If an officer serves in a billet with a tour length of 12 to 18 months (e.g., a one-year USFK tour), he or she is awarded only cumulative Joint duty credit and does not earn the 3A ASI. Once the officer has served 36 months of cumulative Joint duty or has completed a 24-month Joint tour, he or she is awarded the 3A ASI. An officer qualifies for the 3L (JSO) ASI if he or she meets the requirements of one of the following four categories and is approved by the Secretary of Defense:

- Category A—The officer completes JPME II en route to his or her first Joint assignment and then completes first Joint tour. As long as the officer attended JCWS before actually leaving his or her Joint assignment, the officer is considered part of this category.
- Category B—The officer completes a critical operational skill tour and JPME II.
- Category C—The officer completes his or her first Joint tour, then attends JPME II.
- Category D—The officer completes two or more Joint tours successfully, but the officer never completes JPME II requirements.

Twice a year, usually in the spring and the fall, the Joint Staff submits a list to the SECDEF of all officers eligible to receive the 3L ASI. This was previously a board process, but it is now just a staffing action. Officers in categories C and D require a waiver to be awarded the 3L ASI, and this waiver is limited to 10 percent of the total number of officers awarded the identifier. Officers in Category A are almost always awarded the 3L ASI.

## Military Education Level (MEL) Distribution

Joint law also dictates the distribution policy for officers who attend the National Defense University (NDU) for Senior Service College and achieve MEL-1 status. Two major constraints of the law are as follows:

- All JSOs must be assigned to a JDA as their next duty assignment following graduation from one of the NDU schools.
- More than 50 percent (defined as 50 percent plus one) of all non-JSO graduates from each NDU school must be assigned to a JDA as their next duty assignment. One-half of the officers subject to that requirement may be assigned to a JDA as their second assignment, if necessary, for efficient officer management.

Assignments of officers coming out of the MEL-1 producing schools of NDU are staffed through the Joint Policy Section of OPMD to track Army compliance. Because of these requirements, OPMD limits the number of JSOs attending NDU. This allows more officers to earn the 3L ASI (because they will have completed all of the JPME requirements prior to their JDA) as well as gives OPMD a larger pool of officers to meet the greater than 50 percent into a JDA requirement.

## Joint Task Force Credit

Officers can now receive cumulative Joint duty credit for service on qualifying temporary Joint Task Force (JTF) headquarters staff. This program has been expanded to include some noncombat operations JTFs. Officers can nominate themselves by answering a simple questionnaire regarding their qualifying tour(s). Upon successful completion of the questionnaire, the data are forwarded to the respective Service representative for verification and/or endorsement. This initiative authorizes Joint credit for individuals assigned to specified JTF headquarters for 90-plus consecutive days (retroactive to August 1992). (To view the list of qualifying JTF headquarters and complete a questionnaire, visit the following OSD Web site: [https://www.dmdc.osd.mil/jtf/owa/jtf\\_main.home](https://www.dmdc.osd.mil/jtf/owa/jtf_main.home).)

## Future Changes

There are some proposals before Congress to modify current Joint policy. These initiatives include awarding JPME II credit for all Senior Service Colleges, not just the NDU schools, and increasing the number of JCWS classes from three to four per year. In addition to increasing the number of courses per year, the overall length of the course would be shortened from 12 weeks to 10 weeks. The initiatives could be approved and implemented as early as this fiscal year.

The Army G-3 is also considering changing how the Army funds officers attending JCWS. Currently, units must pay all of the TDY costs for an officer attending in a TDY-and-return status. In the proposal to the Army G-3, the Army’s generic professional development training fund would fund TDY to JWCS and return, which is how officers are funded when they attend JCWS in a TDY en-route status.

## Whom to Contact

Understanding all of the policies and regulations concerning Joint duty can be difficult. Even those in the Human Resources Command call the OPMD Joint Policy Section to verify information. If you ever have any questions concerning Joint policy or assignments, please contact LTC Brian Bedell via email at [brian.bedell@hoffman.army.mil](mailto:brian.bedell@hoffman.army.mil), via telephone at (703) 325-8635 (DSN 221), or via fax at (703) 325-8111 (DSN 221). You can also mail questions to CDR, Human Resources Command, Functional Area Division, AHRC-OPF-A (Attn: LTC Bedell), Hoffman 2 Bldg, Room 7S33, 200 Stovall Street, Alexandria, VA 22332-0411. ★

## A First-Person Account from the Right Seat

### Darryl Hackett

Darryl Hackett is a senior military analyst for Alion Science and Technology supporting the Simulation Operations Proponent Office.

Many of you have heard about the Right Seat Ride Program at the National Training Center (NTC) at Ft. Irwin, California, and the opportunity it offers to experience “the art of the possible” in Live, Virtual, and Constructive simulations in support of training and military operations. The Battle Command, Simulation, and Experimentation Directorate got involved in the Right Seat Ride program to offer FA 57 officers and government civilians who work in modeling and simulation the valuable experience of observing units participating in NTC rotations. The intent of the program is to provide participants with an opportunity to spend approximately five to seven days of an NTC rotation experiencing what is possible during a real military operation.

LTC Keith Perkins, an FA 57 officer who participated in the Right Seat Ride Program in November 2004, offered the following praise:

I have gained invaluable experience and knowledge that I could not have gained without this program. ...[T]he NTC is running an A+ operation and their hospitality was second to none. They provided the right mix of formal briefings and flexible touring/observing. I was given the liberty to accompany any mission, work in any section, and watch any event I felt would provide me the best learning experience.

I recommend this program to all FA 57 officers. NTC has been charged to train up our units and get them ready for deployments. This is the type of mission that demanded the birth of the FA 57 career field. I believe this program will benefit FA 57 officers even if they are already familiar with the NTC and their mission. [The NTC’s] mission continuously changes, and the way they do business also changes, [including] the roles of FA 57 [officers].

The Right Seat Ride Program provides hands-on experience that is obviously of great benefit to its participants. LTC Perkins’ experience attests to some of the benefits offered by the program. Some highlights of LTC Perkins’ Right Seat Ride experience included the following:

- Helicopter tour of “the box”—A bird’s eye view of training in action.
- Unlimited access—Run of the floor (simulations, communications, audio/visual, etc.).
- People—NTC personnel had a “can do” attitude and went out of their way to ensure personnel got everything they needed.
- Knowledge—The opportunity to gain a better understanding of the importance and relevance of the training provided at the NTC and the role the FA 57 officers play in this critical work.
- Construction of cities—NTC has populated several constructed cities, “the box,” with personnel to role-play as if in theater. During certain training missions, units interact with people who look, dress, behave, and speak like the nationals they will encounter in theater.

Three to four seats are available per rotation; the next rotation is scheduled for March 2005. To learn more about this program and to sign up for this great training opportunity, email [darryl.hackett@hqda.army.mil](mailto:darryl.hackett@hqda.army.mil). ★

---

*The intent of the program is to provide participants with an opportunity to spend approximately five to seven days of an NTC rotation experiencing what is possible during a real military operation.*

---

*Photo courtesy of the US Army.  
SGT April Johnson.*





This Quarterly is published by  
The Simulation Operations Proponent Office

## Contact Information

Headquarters Department of the Army  
Office of the Deputy Chief of Staff, G-3/5/7,  
ATTN: DAMO-SBP  
Simulation Operations Proponent  
400 Army Pentagon  
Washington, DC 20310-0400  
Phone: 703-601-0005  
FAX: 703-601-0018  
E-mail: [sim-ops@hqda.army.mil](mailto:sim-ops@hqda.army.mil)  
Web Site: [www.fa-57.army.mil](http://www.fa-57.army.mil)

Proponent Manager . . . . . 703-601-0012 DSN 329  
FA 57 Proponent Officer . . . . . 703-604-0257 DSN 664  
Civilian Program Manager . . . . . 703-604-0259 DSN 664  
FA 57 Assignment Officer . . . . . 703-325-8635 DSN 221  
Acquisition & Sustainment . . . . . 703-601-0009 DSN 329  
Education . . . . . 703-604-0234 DSN 664  
Force Structure . . . . . 703-604-0235 DSN 664  
USAR  
FA 57 Proponency Representative . . . . . 314-592-0000 Ext 2429 DSN 829  
FA 57 Career Management Officer . . . . . 314-592-3296 DSN 892

## Calendar of Events

Annual Test & Evaluation Conference	7–10 March 2005	Charlotte, NC
ACTF version 2 Multi-Resolution Federation (MRF) validation	7–25 March 2005	Fort Leavenworth, KS
BCTS PMR	8–10 March 2005	Williamsburg, VA
Net Centric Operation Conference	21–24 March 2005	Norfolk, VA
2005 Spring Simulation Multiconference	3–7 April 2005	San Diego, CA
ACTF version 2 Entity Resolution Federation (ERF) validation	4–22 April 2005	Fort Leavenworth, KS
FA 57 Conference	11–14 April 2005	Atlanta, GA
Simulation Operations Professional Course (Phase I)	18–22 April 2005	Fort Rucker, AL
Net Centric Operations 2005	10–11 May 2005	Washington, DC
ACTF version 2 MRF Operational Readiness Evaluation	16–26 May 2005	Fort Leavenworth, KS
Simulation Operations Professional Course (Phase II)	16–20 May 2005	Fort Rucker, AL
Simulation Operations Course	13 June–22 July 05	Fort Belvoir, VA
Skill Identifier Course	20 June–1 July 2005	Fort Leavenworth, KS
Simulation Operations Professional Course (Phase III)	15–19 August 2005	Fort Rucker, AL

**Persons wishing to provide comments or submit articles for publication should contact the Simulation Operations Proponent Office at 703-601-0005 or e-mail [sim-ops@hqda.army.mil](mailto:sim-ops@hqda.army.mil)**

Disclaimer: The information in the newsletter represents the professional opinions of the authors and does not necessarily reflect the official Army position, nor does it change or supersede any information presented in other official Army publications. This newsletter will be published quarterly. It will be posted at [www.fa-57.army.mil](http://www.fa-57.army.mil) with back issues archived. Your comments, questions and input are invited. The purpose of this newsletter is to discuss M&S issues, exchange ideas and keep each other informed. Material may be reprinted, provided credit is given to the Simulation Operations Quarterly and to the author, except where copyright is included.