

The Eagle

United States Army Space and Missile Defense Command

Volume 12, Number 6, June 2005

Plan sets training, development roadmap for civilians

By Debra Valine
SMDC Public Affairs

For Soldiers, career training and leadership development follows a well-established path. Certain training courses and leadership development positions are required at each rank. This process is not clearly defined for the civilian work force at this time, but a group at the U.S. Army Space and Missile Defense Command is working to change that.

Bill Reeves, director of SMDC's Technical Integration and Matrix Center, and SMDC/Army Forces Strategic Command (ARSTRAT) Chief of Staff Col. Jim Bedingfield have joined forces to head up the Civilian Workforce Leadership Development Integrated Process Team. The team's goal is to develop an innovative, streamlined approach to enhance career development and diversity.

See Roadmap on page 9



Photo courtesy of Lt. Col. Greg Bowen

Double, not skinny, dipping ...

Lt. Col. Greg Bowen, commanding officer, 49th Missile Defense Battalion (Ground-based Midcourse Defense), participates in the 'Double Dip' at Shemya (home to the Cobra Dane radar) May 3. Shemya is an island flanked by the Pacific Ocean and Bering Sea. In order to receive a 'Double Dip' certificate of completion, the participant has to completely submerge him/herself in both bodies of water. On May 3, air temperature was in the low 40s, with water temperature in the 30s.

Duty, honor, country

193rd captain likened to one of Army's great generals

By Sharon L. Hartman
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — Duty, Honor, Country. These words were made famous by Gen. Douglas MacArthur in his acceptance speech of the Thayer Award in 1962. But, the significance of what MacArthur intended with those words can only be truly understood by those who sacrifice of themselves for others. No one in the history of this country has sacrificed more than the men and women of the U.S. Armed Forces.

To that end, the Gen. Douglas MacArthur Leadership Award was established in 1987, and has since been presented annually to Army company-grade officers and warrant officers who demonstrate those ideals of duty, honor and

country of which MacArthur spoke.

Capt. Angie L. Tofflemeyer, of U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command is one of those officers.

Tofflemeyer was nominated for the award earlier this year, and in May was one of 27 Army officers who were selected to receive the award. Of the 27, seven were National Guardsmen, seven were Reservists and 13 were Active Duty.

Tofflemeyer is the commander of the Space

Support Company, 193rd Space Support Battalion, Colorado Army National Guard which is nearly identical to its sister battalions, the 1st Space Battalion, Second Space Company.



Capt. Angie L. Tofflemeyer

"The only difference is the Commercial Exploitation Team in the 193rd falls under my company, where in the 1st Space Battalion it falls under the headquarters company,"

Tofflemeyer said.

Tofflemeyer served as the Intelligence Officer for the first National Guard Army Space Support Team that deployed

overseas to Kuwait during OPERATION ENDURING FREEDOM in 2001. Under her command the company has deployed three teams including the CET, which is currently deployed to Bahrain, and Tofflemeyer has traveled to South Korea three times for exercises. In addition to her role as company commander, Tofflemeyer works as a full-time contractor for SMDC/ARSTRAT.

"I'm a space planner and STRATCOM (U.S. Strategic Command) representative for our command," Tofflemeyer said. "I interface with the STRATCOM planners giving input to their plans that they are currently working and in the future as plans come up for review. Depending on the plan, I will be the lead for developing

See MacArthur on page 4

The Command Corner



Lt. Gen. Larry J. Dodgen
Commanding General



CSM David L. Lady
Command Sergeant Major

Base Realignment and Closure (BRAC) — depending on what your job is and where you live and work, the term might generate concern and apprehension or the possibility of tremendous opportunities. The U.S. Army Space and Missile Defense Command is committed to minimizing the former while taking full advantage of the latter.

The base closure and realignment recommendations from the Secretary of Defense to the BRAC Commission, released May 13, have been the subject of numerous conversations throughout the Department of Defense and specifically this command. I want to take a few minutes to highlight several critical components behind these recommendations and their potential impact on the members of SMDC/ARSTRAT as I did during my address to the command via video teleconference that same day.

Today's U.S. joint military force, participating in the Global War on Terrorism and other evolving challenges throughout the world, is more lethal, more agile, more flexible, and more capable than any force our Nation and our adversaries have ever seen. Vital to our joint capability is the continuing need to transform ourselves to meet the strategic and operational requirements of the 21st century. BRAC helps us do precisely that.

BRAC is a key strategic lever for reshaping the structure of the future Army. It comes at an ideal time as the Army begins to realign units overseas and helps match facilities to forces as we incorporate global restructuring initiatives into the BRAC analysis. BRAC takes into account the changed global security environment and our increased homeland defense responsibilities, and it saves money by cutting excess infrastructure enabling scarce resources to be used more efficiently. BRAC additionally optimizes military readiness and helps the reserve component modernize, improve their mobilization process and transform for 21st century challenges. The bottom line is BRAC is essential to reshaping our Army and this command in order to enhance our response capability for our global missions today and into the future.

"Okay, I understand why BRAC is important in the larger DOD and Army context, but what effect will it have on my co-workers, our families and me?" you may be asking. With the intent of identifying the myriad implications — operational, budgetary, and personnel — I have directed the creation of a "Tiger Team" of SMDC subject matter experts to review the Secretary of Defense's recommendations affecting SMDC. Specifically, the recommendations include moving our Arlington Headquarters, Future Warfare Center-Directorate of Combat Development, and the TRADOC System Manager Ground-Based Midcourse Defense elements to Huntsville, Ala. Additionally, the team will consider several courses of action to help the command take advantage of this unique opportunity to gain military utility within our command through recommending selective discretionary moves.

The command will conduct a deliberate planning process to minimize concerns about potential disruption to individual careers while maximizing the well-being of our work force and our families. I am deeply committed to taking care of the members of this command during this important time of transition.

While this team conducts its analysis, many of your questions can be answered by accessing the command's new web site titled "BRAC Information Center" established on the CommandNet. The site provides relevant information on how BRAC will affect the individual members of the command, related timelines, links to other pertinent BRAC sites and an opportunity to ask specific questions not necessarily covered in the Frequently Asked Questions section.

See **BRAC** on page 3

As we support the Army in the war against global terrorism, we leaders must also keep in mind our mission to develop Soldiers professionally, as warriors first and then as specialists.

Our Army Chief of Staff, Gen. Peter J. Schoomaker, explains the mission in this way:

Reinforce Our Centerpiece: Soldiers as Warriors

Leader Priorities:

- Reinforce Soldier and leader awareness of Soldiers as Warriors as the centerpiece of our Army.
- Reinforce efforts to train Soldiers and grow leaders to exemplify the Warrior Ethos.
- Adapt training programs to reflect the contemporary operating environment, and reemphasize the human intangibles of combat — that no Soldier is unimportant on the battlefield.
- Prepare Soldiers and leaders to operate as members of teams and units able to act as "thinking organisms" — prepared to respond to "audibles" in dynamic situations through skill, agility and teamwork.
- Achieve a proper training-education balance.
- Emphasize programs designed to prepare Soldiers and leaders to operate and make decisions in ambiguous environments — to make them more comfortable operating in a zone of discomfort.
- Reinforce efforts to prepare leaders to identify strategic implications of tactical situations.
- Set the example by establishing a command climate that fosters and upholds Army Values and inculcates the Warrior Ethos.

I am proud of the progress made by this command in training Soldiers and units for contemporary operations. Field training and especially fitness and marksmanship training have received much greater emphasis in the past year.

An example of a first-rate firing range was the one conducted by the 49th Missile Defense Battalion June 10. Gen. Schoomaker, himself, observed that range, and joined the Soldiers in the training, scoring 38 target hits out of 40 rounds fired. This chief of staff has not forgotten his core tasks!

Combatives (hand-to-hand combat instruction) now supplements unit physical fitness training. SMDC detachments and companies practice convoy operations, and are trained to react to combat (whether IED/indirect fire or direct fire ambushes) while on the move. Our Soldiers are strictly monitored to ensure their deployability; all leaders know that any of their Soldiers are liable for short-notice deployment to the Central Command Area of Responsibility.

Our leaders are also doing a fine job in explaining to our Soldiers that the needs of the Army will be met, and that each Soldier in this command must have the assignments which will prepare them for greater responsibility within the Army. Our Satellite Control Soldiers are, for example, Soldiers first, Signal Soldiers second and SATCON Soldiers third. They must have assignments both within and without SMDC, in order to develop the entire range of core tasks required by their primary Military Occupational Specialty (MOS), 31S.

In order to guide units to prepare their Soldiers for service within and without this command, SMDC guidance restricts Soldiers to only five years or two consecutive tours within this command, before they must leave for other assignments.

Our units have prepared formal "road maps" to better explain to their Soldiers how to best mix assignments and education in

See **Leader Priorities** on page 3

The Eagle ... is an authorized unofficial newspaper published for military and civilian members of the U.S. Army Space and Missile Defense Command published under the authority of AR 360-1. The editorial style applies the industry standard Associated Press Stylebook. Contents of *The Eagle* are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or U.S. Army Space and Missile Defense Command (SMDC). This monthly newspaper uses offset reproduction and has a circulation of 2,500. Reader input is solicited and welcomed; however, no payment will be made for such contributions. For more information about SMDC visit our Web site at www.smdc.army.mil.

Please direct letters and comments to:
U.S. Army Space and Missile Defense Command
ATTN: Editor, *The Eagle*, P.O. Box 1500,
Huntsville, AL 35807-3801

Phone (256) 955-1151 (DSN 645) FAX: 645-1214
e-mail: EagleEditor@smdc.army.mil

Publisher.....Lt. Gen. Larry J. Dodgen
Director, Public Affairs.....William M. Congo
Managing Editor.....Debra Valine
Editor.....Becky Proaps

CG DIRECT

Want to communicate
directly with the CG?
Call 866-243-4732



What We Think

The Eagle asks:

What are your summer vacation plans?



Sgt. Jessica D. Walker
Office of the Command
Sergeant Major
Arlington, Va.

My plans for the summer are to take my three daughters to Disney World for a week and relax and enjoy Florida. It's something they have wanted to do for years and we will finally get the chance to go.

I am going to my wife's hometown of Damariscotta, Me. (The name is for "River of many little fish" or alewives) It was the scene of our wedding, and we will be staying at a house on a lake. Maine is also the home of many fine lobsters, some of whom are destined for our plates while we're there.



Col. Doug Gneiser
Assistant Staff Judge
Advocate
Colorado Springs, Colo.

My son and I have a goal to visit all 50 of the United States. Every year we try to visit at least one state that we have never been to. This year we are going to Nebraska, South Dakota and Wyoming. The highlights of our plans include Mt. Rushmore, the Badlands, Crazy Horse, Cheyenne Frontier Days, the Grand Tetons and Yellowstone.



Dana Henslee
Business Initiatives Office
Huntsville, Ala.

I have two sons who are very busy this summer with school related activities. My oldest son is attending a five-week summer school program and my youngest son plays two varsity sports, so he is busy with 6 a.m. football workouts, five days a week, playing on two baseball teams to be prepared for next year's season, attending speed and agility camp two nights a week in addition to his baseball games and working four days a week from 8-5. In other words I do not think my children's schedule will allow us to have a family vacation this year. Like so many other families with busy teen-agers, the best we can hope for this year is to take a long weekend trip somewhere close to home.



Gloria Flowers
Future Warfare Center
Simulations Directorate
Corporate Resources Division
Huntsville, Ala.



Fred Segura
G-1, Personnel
Colorado Springs, Colo.

I am headed to Alaska to fly fish in a river south of Anchorage. I will be after the elusive King salmon which is running right now. I have been there many times and although I will be visiting with my sister and brother-in-law, I will also get to see some friends who have recently retired and moved to Alaska from Colorado.

I'll be driving across the country on my Buell Lightning motorcycle to my home in Manchester, N.H. I am really looking forward to getting home and cruising the green rolling hills of New Hampshire on this great bike.



Spc. Brian Pepin
Alpha Team
Charlie 2 JTAGS
Colorado Springs, Colo.



Maj. Jeffrey T. Douds
Strategy and Policy
Branch, G-3
Arlington, Va.

This summer I plan to try to spend as much time as possible with friends and family. We are going to have a lot of family down to our house in Fredericksburg, Va., for the July 4th weekend, and we plan to take all the kids to King's Dominion then. This is the only planned event so far, I also hope to have a chance to take the family camping, swimming, horseback riding and all of the other summer activities that we can fit in.

BRAC

Continued from Page 2

In closing, summer is here, school is out or almost finished, the neighborhood pools are open and the beaches and mountains invite us to enjoy all they have to offer. I must stress however, please do

not leave safety at the gate when you depart at the end of the day for home. Simple seemingly non-threatening actions can become tragic accidents in a matter of seconds - a few-second lapse in attention while young children splash in a backyard pool;

thinking you must make that all-important call on your cell phone while driving; taking a swim by yourself after a tiring day; not using your seatbelts for that short trip to the corner store; etc, etc. Each and every one of you is a combat multiplier and critical to the

success of this command. You have earned some well deserved time with your friends and family, but please be responsible, watch out for each other, and be safe!

SECURE THE HIGH GROUND!

Leader Priorities

Continued from Page 2

order to better develop themselves for the Army.

An excellent example of such a road map was recently developed by 1st Space Battalion for Soldiers in MOS 14J (our JTAGS crewmen, who provide theater-

level missile warning to combatant commanders.) This roadmap shows the JTAGS and other air defense assignment options, the special assignments and the educational opportunities available over the normal twenty-year career. It is an excellent tool and one that can be created for all of our SATCON, JTAGS and ARSST

specialties.

Leaders, follow the guidance of our most senior leaders, and reinforce the centerpiece of our Army: Soldiers as Warriors.

ON POINT!

Lean initiative looks at ways to streamline processes, reduce costs

By Kim Gillespie
SMDC Public Affairs

Merriam-Webster's on-line dictionary defines "lean" as "characterized by economy (as of style, expression or operation)." The U.S. Army Space and Missile Defense Command's implementation of Lean business concepts are intended to do just that — help economize the command's processes and operations.

Lean is a program being adopted by SMDC that will help streamline business processes, thereby reducing the time and resources it currently takes for some processes and reducing the overall cost involved.

"Because we are an Army and a nation at war, we are in times of diminishing resources and in some cases, growing missions," said SMDC Chief of Staff Col. Jim Bedingfield. "At the same time, we are trying to ensure that we do the best we can while properly resourcing those in harm's way. To do this, we must get more efficient. It has been proven time and again by many who are much smarter and wiser than me that Lean is a great way to do it."

The Army and Secretary of the Army issued some broad guidelines as opposed to specific timelines for implementing Lean, Bedingfield said.

"Major Commands were asked to provide specific and internal timelines to implement Lean, as we have," Bedingfield said. "I recently sent out a memo asking MSE directors and commanders to identify processes they would like to Lean by the end of the fiscal year, and then after the first quarter, the same MSE directors and commanders would come back to the Board of Directors in early FY06 and report out what they have Leaned and how they are

gaining efficiencies."

Bedingfield used his own position to illustrate how to Lean a process.

"I think people need to look over and above the process for Leaning that is chosen by their MSE and I think they need to look at other ways to become more efficient," Bedingfield said. "For example, it's caused me to look at the way I try to manage myself, my office and my staff. I've already made some changes in streamlining hiring processes. I don't know why I need three signatures from G-1, three signatures from the Staff Judge Advocate, three signatures from G-8, and two from the Equal Employment Opportunity Office just to get a civilian personnel hiring action through for approval. I say you don't. We've already made some very positive steps to streamline that process.

"My message to the staff and anyone willing to listen is it's nice that we are doing some formal processes here, but you don't necessarily have to wait on a formal process to report back to the commanding general to show how you can get more efficient," Bedingfield said.

Commanding General Lt. Gen. Larry J. Dodgen directed the command to begin implementing a Lean program in May. Major Subordinate Elements and the staff will appoint Lean Champions to be the focal point for their respective organizations and all leaders and managers will receive training.

"The first training session was held for directors and commanders in conjunction with the Board of Directors' meeting June 16," said Candace Holcomb, Lean Program Manager, Business Initiatives Office.

"Lean Champions, MSE directorate heads and staff, and Business Initiative Office employees were trained in a separate session June 17."

After the Lean training, Lean Champions and members from Business Initiatives Office will then facilitate Value Stream Analyses (VSA) and Lean Rapid Improvement Events (RIE) for each organization. Lean Champions will lead their organization in Lean implementation and through this process Lean knowledge will be transferred to employees within each organization.

According to the SMDC Lean Implementation Plan, each MSE and Headquarters staff will have at least one VSA and RIE before the end of first quarter Fiscal Year 2006.

"Lean differs from other business processes in that it provides a greater return on investment in the shortest time," Holcomb said. "Lean improvement projects are normally quick analyses, and small, bite-sized improvements," she said. "It focuses on eliminating waste and streamlining processes. Once processes become more efficient, or 'Leaned' with fewer steps and shorter cycle times, the organization can begin to apply the 'Lean Sigma Six' methodology which is focused more on deviations from standards over the long term."

Lean concepts are also very employee oriented. "While active leadership is necessary, VSAs and RIEs require extensive employee participation because the processes to be leaned are both owned and monitored by the employees themselves," Holcomb explained. Rather than time, Lean concepts require commitment. "As Lean thinking matures in the organization, the process will become easier and less involved."

While Lean focuses on analyses and changes over the short term, as opposed to the annual or quarterly assessments

See **Lean Initiatives** on page 22

MacArthur

Continued from Page 1

the supporting plan or the action officer for our command."

Lt. Col. Scot Cuthbertson, commander of the 193rd Space Battalion, nominated her for the award saying, "Capt. Tofflemeyer is a strong leader and always has been.

"This is a very prestigious program. There are very few captains per year that receive the award, but she has faced many challenges being in a dual military family, and she has always managed everything well and is an extremely effective leader."

Tofflemeyer's husband, Capt. Troy Tofflemeyer, is currently stationed in Fort Polk, La., so Tofflemeyer is a geographical single parent to daughter Rachael, 5, and son Nicholas who just turned 2, until her husband returns in August.

Cuthbertson first submitted Tofflemeyer's packet to the brigade level. The troop commander then reviewed the packets from the brigade and selected the ones that would go on to the state headquarters. Out of the eight National Guard battalions in the state of Colorado, Tofflemeyer's packet was the only one to make it out of the state and to the next level.

"It meant a lot to me to be nominated and then to be accepted," Tofflemeyer said.



Gen. Peter J. Schoomaker, Chief of Staff of the Army, left, presents Capt. Angie Tofflemeyer with the Gen. Douglas MacArthur Leadership Award during a ceremony at the Pentagon May 25.

"It's such a big compliment."

Army Chief of Staff Gen. Peter J. Schoomaker presented the awards May 25 in a ceremony at the Pentagon.

Each recipient received an 18-inch bust of MacArthur and a gold watch from the Association of the United States Army that had their initials engraved on the back.

"I also received an awesome black leather backpack from the National Guard

and of course we all got coins ... lots of coins!" Tofflemeyer added.

During their visit, the group spent time touring various areas of the Pentagon and visiting Arlington Cemetery. Getting to tour the new chapel commemorating Sept. 11 meant a lot to Tofflemeyer.

"The chapel was not there the last time I went, so it was nice to get to see it; it is a very somber reminder of what happened there. They actually gave us each a piece of the Pentagon from 9/11."

With the ceremony done and over with and Tofflemeyer back to work, she is still very much in awe over her experience.

"It was Memorial Day Weekend, and one of the recipients got to place a wreath at the Tomb of the Unknown Soldier. There had been so much attention on us. It was definitely overwhelming, but just walking around Arlington and seeing all the flags that had been put on the graves for Memorial Day in honor of their sacrifice was so awe-inspiring and humbling," Tofflemeyer said. "Honestly, I'm just another captain out there trying to do the best I can."

Cuthbertson had his own thoughts on that, "Having been honored as sharing the moral code of one of the Army's greatest generals, I can tell you that Capt. Tofflemeyer is definitely not just another captain."

Space Operations officers meet to shape future of career field

By Debra Valine
SMDC Public Affairs

LONG BEACH, Calif. — Providing space services is valuable to today's warfighters — and the Army knows it and knows where to go to get it.

The current and future value of space force enhancement capabilities to operations and planning was the theme that echoed throughout discussions at the third Army Space Operations Officer (FA40) Training Conference conducted by U.S. Army Space and Missile Defense Command May 31-June 4 in Long Beach, Calif.

Briefings from the FA40 conference will be posted on the SONET Web site at <https://sonet.smdc.army.mil/login>.

SMDC is fielding Space Support Elements to Army Divisions. To date, 3rd Infantry Division at Fort Stewart, Ga., and the 10th Mountain Division (Light Infantry) at Fort Drum, N.Y., have assigned SSEs. The 101st Airborne Division (Air Assault), Fort Campbell, Ky., and the 4th Infantry Division (Mechanized) at Fort Hood, Texas, fielding will be completed in June, followed by the remaining divisions.

Capabilities the SSEs provide the divisions, doctrine and other topics discussed during the weeklong conference are helping to shape the future space force, and all indications are that the Army needs and is increasingly requesting the skill sets provided by Space Operations officers.

Of the nearly 170 Space Operations officers in the Army

Active, Reserve and National Guard components, 60 Space Operations officers and another 45 in related space fields attended the FA40 Training Conference conducted in coordination with the Greater Los Angeles Chapter

Association of the U.S. Army Conference. Formal presentations provided updates on current operations, training and the status of the career field, as well as other topics, but it was the follow-on discussions that provided the forum for the FA40s to contribute to the development of their career field.

Col. Jeffrey C. Horne, deputy commander for Operations, SMDC, spoke to the group about the importance of the career field and SSE staffing.

"There is an increased need in the Army for your skills," Horne said. "You are winning. You are having an effect on the Joint Task Force commander. The Army is built on a JTF in the world today. It is an expeditionary force."

He said FA40s need to ask themselves questions such as, where is the Army going and where is this business going?

"We proposed that the SSEs have six Soldiers: three officers and three NCOs. The Army came back with two. We fought back and got four to five," Horne said.

"You are doing well on promotions and selections. The Army is standing up and saying 'We want what you are doing'. Do not lose the focus of what you do for the Army and the JTF commander.

Horne said there are two to three strategic issues to consider: Where do we put our

people? Where is the highest payoff? How do we do the best job for the JTF commander?

"The payoff is to the JTF commander. That is what this business is about," Horne said. "You are at a critical point in the career field. Don't lose the faith. People are taking notice of what you are doing."

SMDC Commanding General Lt. Gen. Larry J. Dodgen expressed concern about the changing face of the land component. He emphasized that FA40s need to work now toward filling the needs of the warfighter 10-15 years out.

"We have been spending some time getting the Space Council going," Dodgen said. "I need to get a common

commander.

Dodgen also said he wants to start looking more at technology that will be needed for the future.

Maj. Robert Zaza, a Reserve officer who leads an Army Space Support Team with the 2nd Space Company and a defense contractor with the Space and Missile Defense Battle Lab in Colorado Springs, Colo., said the training conference provided a lot of valuable information that helped to broaden his perspective on Army space.

"There is an increasing requirement for space support at every level from tactical to strategic," Zaza said. "What we do is important; everybody



Photo by Debra Valine

Lt. Col. Mike Powers, head of the Space Proponent Office, SMDC, opens the weeklong conference.



Photo by Debra Valine

SMDC Commanding General Lt. Gen. Larry J. Dodgen discusses the state of the career field at the FA40 Training Conference in Long Beach, Calif.

understanding of what is needed from space. We have a master plan that talks about equities in space, but it is currently SMDC focused, not Army focused, we need to consider the entire Army.

"We are doing the Space FORMAL, which will close this August. I think particularly that I am not so attuned to the officer side of the career field," Dodgen said. "The Army has a space cadre. I have been a little more attuned to whether or not we have an enlisted side. I think we need to focus on the NCOs assigned to the SSEs and the Army Space Support Teams and begin to get those guys some level of training and proficiency. There are times when a sergeant will have to stand as tall as an officer.

"I think we want to solidify space structure for the future," Dodgen said. "Decide what we are going to put into the UEx and UEy (unit of employment). I have agreed to the joint space operations center at Vandenberg Air Force Base, with some caveats. It is not the commander of space forces, it is the director of joint space operations. I do not want it to conflict with how we will support the land component

wants it. We are winning the battle for relevance, now we have to provide the support. We have to be able to fill the slots."

Capt. Jay Riley, one of six officers selected to be an FA40 this year, said the best part of the conference for him was getting the chance to meet other space operations officers.

"I am scheduled to go to the September FA40 Qualification Course, after graduating from the Naval Postgraduate School with a master's degree in space systems operations," Riley said. "I am looking forward to working with space stuff at Cheyenne Mountain in Colorado Springs."

Capt. Tim Boraas, U.S. Strategic Command's deputy commander for the Missile Correlation Center at Cheyenne Mountain, said the conference is helping him get back up to speed on Army space.

"I work in an Air Force environment, so I'm a little removed from Army space," Boraas said. "This conference gives us an opportunity to match names with faces and match faces to positions. It centralizes my whole view on who is out there and what they do."



Photo by Debra Valine

Col. Jeffrey C. Horne, center, deputy commander for Operations, SMDC, speaks with several Space Operations officers during a break at the FA40 Training Conference in Long Beach, Calif.

GMD Operator Course receives perfect accreditation marks

By Sgt. Sara Storey
100th Missile Defense Brigade
(Ground-based Midcourse Defense)
Public Affairs

COLORADO SPRINGS, Colo. — A three-person Training and Doctrine Command accreditation team reviewed the Ground-based Midcourse Defense Operator Course in April. The course was awarded a perfect score of 100 percent for full accreditation — meeting Army standards in all 24 categories. Categories reviewed included:

- Institution complies with established instructor-to-student and equipment

ratios.

- Instructors meet qualification/certification requirements.
- Institution administers the required current, approved course materials.
- Students can perform to the prescribed learning objectives.
- Facilities are adequate to promote learning and meet learning objectives.

Eighteen months ago, the TRADOC team conducted several site-assistance visits and identified areas of improvement for the course. These visits prompted the development and implementation of new processes; the review, update and improving of more than 30 lesson plans;

the Army certification of 20 instructors; and the conversion of student evaluations to a performance-based approach.

“You’ve made my year because you listened and you implemented,” said Rosanne May, TRADOC evaluation team. The TRADOC team’s outbrief April 7 included numerous “kudos” for trainers and training developers of the course.

“I’ve never seen this happen before [a 100 percent score], and I’ve evaluated a lot of courses and programs,” said William Wallace, TRADOC evaluation team chief.

A formal TRADOC report of this accreditation visit is scheduled to be released this month.

Ground-based Midcourse Defense Operator Course 602 2-05 graduates

Operators from the 100th Missile Defense Brigade (Ground-based Midcourse Defense) and the 49th Missile Defense Battalion (GMD) graduated from a 10-week course May 13. The course uses a combination of lecture and hands-on training techniques with written- and performance-oriented tests. The next phase of training, which began May 24 and conducted by Sparta, consists of positional crew training and certification.



Photo by Sgt. 1st Class Dennis Beebe

Capt. Dennis Keener, left, 100th Missile Defense Brigade; Staff Sgt. Steven Major, 49th Missile Defense Battalion; Maj. Alex James, Cheyenne Mountain Operation Center; Chief Warrant Officer Matthew Betzmer (honor graduate), 100th Missile Defense Brigade; Sgt. Russell Craig (distinguished graduate), 49th Missile Defense Battalion; Sgt. 1st Class Timothy Friend, U.S. Army Space and Missile Defense Command; Sgt. Lee Kirkland, 100th Missile Defense Brigade; and Sgt. Eric Wood, 49th Missile Defense Battalion.



Photo by Sgt. 1st Class Dennis Beebe

Sgt. Russell Craig, right, 49th Missile Defense Battalion (Ground-based Midcourse Defense), is recognized as the distinguished graduate from GMD Operator Course 602 2-05 May 13. Patricia O. Gargulinski, left, special assistant for Initial Defensive Operations and guest speaker at the ceremony presents Craig with his certificate.



Photo by Sgt. 1st Class Dennis Beebe

Chief Warrant Officer Matthew Betzmer, left, 100th Missile Defense Brigade (Ground-based Midcourse Defense), is recognized as the honor graduate from GMD Operator Course 602 2-05 May 13. Patricia O. Gargulinski, right, special assistant for Initial Defensive Operations and guest speaker at the ceremony presents Betzmer with his certificate.

ASMDA offers college, university scholarships

Looking for scholarship money? The Army Space and Missile Defense Association (ASMDA) will select two individuals to receive \$2,000 scholarships. Deadline for application is July 1. Scholarships will be awarded at the 8th Annual Space and Missile Defense Conference Aug. 16-18 in Huntsville, Ala.

The scholarship awards are available for undergraduates in their junior and senior years and postgraduate students.

Eligibility

- U.S. Citizenship
- The scholarship will be made available to ASMDA members, to corporate members identified by corporate sponsors, to employees of U.S. Army Space and Missile Defense Command, Program Executive Office for Missiles and Space, Joint Project Office-Ground-based Midcourse Defense, Targets Joint Project Office, Theater High Altitude Area Defense Office, Army Lower Tier, both military and civilian and their immediate family members
- Pursuit of undergraduate or graduate academic studies either directly or indirectly related to space and missile defense
- Degree must be in a "hard" science (biology, chemistry, physics or related field) or engineering program
- Student in good academic standing at an accredited college or university

Application Procedure

Application packages will consist of:

- A brief biographical sketch that includes:
 - o How the applicant meets scholarship eligibility requirements
 - o Awards received
 - o Community service involvement
 - o Organizations and activities in which the student is actively involved
 - o Address and phone number(s)
- A copy of the student's latest transcript (official copy from the institution)
- A one-page essay that describes the student's area of study and how it relates to space and/or missile defense
- A letter of recommendation from an academic adviser or instructor

Selection Criteria

- Must meet all eligibility requirements
- Potential contribution to space and/or missile defense (based on essay)
- Likelihood that the individual will pursue a career in area(s) directly or indirectly related to space and missile defense
- Financial need

Questions and application materials should be returned to:

L3 Communications, SYColeman
ASMDA Scholarship Selection Committee
ATTN: Robert C. Pollard Jr.
654 Discovery Drive, Huntsville, AL 35806

BRAC 2005 comes at 'perfect time' to help Army 'reset'

By Sgt. 1st Class Doug Sample
American Forces Press Service

WASHINGTON, D.C. — The 2005 Base Realignment and Closure recommendations could not have come at a better time as the Army begins realigning units overseas and looks for a clearer picture on where to put them, service leaders said during a media roundtable May 26 in the Pentagon.

On May 13, Defense Secretary Donald Rumsfeld proposed the closure of 15 active Army bases, seven leased bases, 176 Army Reserve installations, and 211 Army National Guard facilities.

"The timing for this BRAC has been perfect for the Army because it has allowed us through our analysis process to figure out the right location to reset units from overseas as we bring them back," said Geoffrey Prosch, principal deputy assistant Army secretary for installations and environment.

"The analysis has given us that fidelity, and it has also enabled us to validate where we are standing up these 10 new brigades," he said, referring to the Army's transformation to a modular force structure that calls for an increase from 33 to 43 maneuver brigades.

Meanwhile, Prosch said, BRAC 2005 will allow the Army to meet its goal of streamlining its portfolio of installations, part of which is being done through an integrated global presence and basing strategy.

That strategy, he said, will determine how units and assets overseas will be "reset and relocated."

In Europe, he said, some 148 installations are expected to close and thousands of troops and their families returned to the United States.

According to the Army's new basing strategy for units returning from overseas, the 1st Armored Division headquarters and three heavy brigades will go to Fort

Bliss, Texas, while a brigade from Korea will head to Fort Carson, Colo.

The 1st Infantry Division headquarters and an aviation brigade will be based at Fort Riley, Kan. Several small maneuver-enhancement brigades and support units will go to Fort Knox, Ky.

Craig College, deputy assistant secretary of the Army for infrastructure analysis and director of the Army Basing Study Group, said several units will deactivate overseas, and Soldiers from those units will be reassigned elsewhere.

In all, he said, more than 47,000 troops from overseas will be reassigned to units in the United States.

Those Soldiers, he added, will return as "individual replacements and fill out new modular brigades throughout the Army."

Still, any move back home by troops overseas will not likely happen before summer 2006.

College said several heavy brigades in Germany slated for Fort Bliss won't get orders to the U.S. until the BRAC Commission makes its final recommendation and the plan gets approval from Congress and the president. That action will not come before late fall or winter, he said.

"I don't see any units moving in large numbers until the summer of 2006, and I suspect those wouldn't be large numbers," College said. "I would expect to see the process accelerated in the years 2007 to 2009."

College also added that no move would take place until the installation or the

local community is ready to accept the influx of Soldiers and their families.

He pointed out that Army Secretary Francis Harvey and Army Chief of Staff Gen. Peter J. Schoomaker have been "adamant" that installations and communities are prepared to accept the new units. "That means things like housing, schools and that panoply of support services that any family, whether you wear a uniform or not, needs to be able to function," College said.

"We will ... ensure quality of life is enhanced, and we're not going to move people until the communities and

facilities and the installation are ready for them," he explained.

However, just as important for the Army is that BRAC 2005 will save the service billions over the next two decades, money that will further support Army transformation.

BRAC 2005 is anticipated to generate a 20-year gross savings of

about \$20.4 billion, and a net savings of \$7.6 billion for the Army.

That figure is "three to four times higher" than the savings of the four previous BRAC rounds combined, College said.

In addition, he said, closing overseas facilities will save the Army \$2.5 billion more annually and \$28 billion over 20 years.

"Our big goal is to win the war, transform the Army, and get resources to accomplish the first two," Prosch said.

For more on the BRAC go to <http://www.defenselink.mil/brac/>.

'Our big goal is to win the war, transform the Army, and get resources to accomplish the first two.'

— Geoffrey Prosch
Principal Deputy Assistant
Army Secretary

Awards/Promotions

Civilian Promotions

Steven E. Butler, GS-09, Colorado Springs, Principal Assistant Responsible for Contracting, Contracting

Jason R. Calvert, GS-05, Huntsville, Technical Center, Data Analysis and Exploitation Directorate

Terri L. Innes, GS-11, Huntsville, Future Warfare Center, Simulations and Analysis Directorate, Models and Simulations Division

Dawn N. McCrobie, GS-14, Arlington, Operations and Plans, G-3

Military Promotions

Staff Sgt. William Ackahyensu, Colorado Springs, Detachment B, 1st Space Company, 1st Space Battalion

Spc. Levi Ingersoll, Fort Meade, Md., B Company, 1st SATCON Battalion

Lt. Col. Winfield Keller, Kwajalein Atoll

Spc. Ericka Melius, Fort Detrick, Md., A Company, 1st SATCON Battalion

Spc. Timothy Richardson, Fort Meade, Md., B Company, 1st SATCON Battalion

1st Lt. Elizabeth Thomas, Colorado Springs, 2nd Space Company

Col. Douglas Wheelock, Houston, Texas, NASA Detachment

On-the-Spot Cash Awards

Sandra J. Askew, Kwajalein Atoll, Test Support Division

Victoria R. Binford, Huntsville, PARC/Office of Contracting and Acquisition Management, Branch K

Carlton S. Chappell, Colorado Springs, Operations and Plans, G-3, STO Cell

Jeffrey S. Harley, Colorado Springs, Operations and Plans, G-3, IO Branch

John C. Henderson, Huntsville, Technical Center, Space Technology Directorate

Michael S. Hollingsworth, Colorado Springs, Operations and Plans, G-3, IO Branch

Mark J. Kilpatrick, Huntsville, Technical Center, Systems Directorate

Thomas W. Miller, Kwajalein Atoll/Reagan Test Site, Test Support Division

David J. Newberry, Colorado Springs, Operations and Plans, G-3, Exercises Branch

Randal K. Norton, Huntsville, Technical Center, Systems Directorate

Royce G. Ogburn, Huntsville, Technical Center, Kinetic Energy Interceptor

Directorate

Robbie H. Phifer, Huntsville, PARC/Office of Contracting and Acquisition Management, Branch K

Sharon M. Witczak, Huntsville, Technical Center, Systems Directorate

Special Act Awards

Peggy N. Adams, Huntsville, Technical Center, Test and Evaluation Directorate

Beverly B. Atkinson, Huntsville, Technical Center, Test and Evaluation Directorate

Christine A. Brand, Huntsville, Technical Center, Test and Evaluation Directorate

Karen K. Butler, Colorado Springs, Personnel, G-1, Military Personnel Division

David G. Clawson, White Sands Missile Range, High Energy Laser Systems Facility, Customer Support and Test Division

Sharon Crawford, Huntsville, Technical Center, Tech Center Operations

Charles D. Crawford, Huntsville, Technical Center, Systems Directorate

Angela Battle Dawkins, Huntsville, Future Warfare Center, Operations Division

William R. Dionne, Huntsville, Technical Center, Space Technology Directorate

Dennis C. Fairchild, Huntsville, Technical Center, Directed Energy Directorate

Esam El-Din Gad, Huntsville, Technical Center, Advanced Technology Directorate

Juliette E. Hanson, Huntsville, Test and Evaluation Center

Robert D. Huffman, Huntsville, Test and Evaluation Center

Lynn A. Kroeger, Colorado Springs, Logistics, G-4, Supply and Transportation Branch

Benjamin E. Larson, Colorado Springs, Logistics, G-4, Supply and Transportation Branch

William L. McCormick, Huntsville, Technical Center, Space Technology Directorate Matrix

James M. Miskelley, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate

Philip M. Patterson, Huntsville, Future Warfare Center, Operations Division

Thomas D. Potter, Colorado Springs, Information Management, G-6, Information Management Division - West

Phillip T. Rodgers, Huntsville, Test and Evaluation Center

Rafael A. Santos, Colorado Springs, Personnel, G-1, Military Personnel Division

Gail E. Sikes, Huntsville, Technical

Center, Data Analysis and Exploitation Directorate

Amarjit Singh, Huntsville, Technical Center, Space Technology Directorate

Dianne F. Trimble, Huntsville, PARC/Office of Contracting and Acquisition Management, Branch N

Alexis P. Vonspakovsky, Huntsville, Technical Center, Test and Evaluation Directorate

Catherine R. Weywadt, Huntsville, Technical Center, Space Technology Directorate

Time-Off Awards

Anjoleen Y. Baca, Colorado Springs, Information Management, G-6, Consolidated Wideband SSE and Transformational Communications

George M. Nadler, Colorado Springs, Directorate of Combat Development

Commander's Award for Civilian Service

William L. Burrows, Huntsville, Technical Center, Space Technology Directorate

Charlotte P. Green, Huntsville, Technical Center, Office of the Director

Length of Service Awards

30 Years

Alan Taylor, Huntsville, Engineering Office, Construction Branch

Mark Lumer, Arlington, PARC/Office of Contracting and Acquisition Management

25 Years

Robert Godlewski, Kwajalein Atoll, Directorate of Logistics and Community Activities

Hurley Hughes, Huntsville, Resource Management, G-8, Accounting Division

20 Years

David Hasley, Huntsville, Engineering Office, NEPA Branch

Donald Powers, Colorado Springs, Engineering Office, Operations Branch

Peter Stauffer, Colorado Springs, Information Management, G-6, Consolidated Wideband SSE and Transformational Communications



Photo by Spc. Jack W. Carlson III

OUCH!

1st Lt. Glenn Slaughter, 49th Missile Defense Battalion (Ground-based Midcourse Defense), starts an IV on another Soldier as part of the Combat Lifesaver Course at Fort Greely, Alaska, April 25 - 29. The Combat Lifesaver Course teaches Alaskan Ground-based Midcourse Defense Soldiers how to save lives.

Group meets to fine tune Information Guide

FORT CARSON, Colo. — An Information Guide families can use as a resource to cope with the many issues they face during the deployment process is a valuable tool.

To ensure U.S. Army Space and Missile Defense command families are prepared for deployments, the Family Readiness Group Leader Process Action Team met April 27-28 at Fort Carson, Colo., to fine tune the guide.

"This Information Guide will allow us to provide the exact same level of support throughout the command," said Dene Jackson, a Family Readiness Outreach coordinator from Arlington, Va. "Some of our more remote sites are co-

located with Air Force, Marines and Navy bases. They may have different methods and procedures when it comes to family readiness plans, but this guide will ensure the same level of coverage and intent is the same."

Abe van Dyne who has 30 years of Morale, Welfare and Recreation (MWR) and Family Readiness experience facilitated the meeting. He retired from active duty as a warrant officer and has worked in a non-appropriated fund position for the past 10 years.

During the most recent five-year-period he has been a strategic planner for MWR/Family Programs at the Headquarters Community Family Support Center in Arlington, Va.

Additional members of the

group included Terri Horne, wife of SMDC/ARSTRAT deputy commander of operations Col. Jeffrey Horne; Ellen Lady, wife of SMDC/ARSTRAT Command Sgt. Maj. David Lady; and Tina Bailem, wife of 1st Space Brigade Command Sgt. Maj. Lester Bailem.

The group worked on improving and correcting the Information Guide which will be used across the command as the blueprint and guidance for the Family Readiness Groups (FRG).

FRG leaders from across the command were present representing units from Alabama, Alaska, Colorado, Texas and Virginia as part of the working group.

"One thing is certain, our volunteers and leaders who attended this conference

understand the importance of personal and family readiness, as well as the uniqueness and diversity of our organization," said Karen Butler, the SMDC/ARSTRAT Enlisted Strength Manager, from Peterson Air Force Base, Colo.

"I was extremely impressed with the knowledge and expertise of this working group's participants and how hard they worked during these two days. I am certain the outcome will be a very valuable tool for this command."

After the results of the group's efforts are fine-tuned, it will be sent to all Family Readiness Group leaders and commanders throughout the command.

Roadmap

Continued from Page 1

"We have looked at our civilian work force through a number of different optics and determined that we think we can do a better job of assessing, developing and diversifying the work force," Bedingfield said. "If we are assessing, developing and training employees as they come up through the ranks, we should end up with a better educated, better trained and more diverse work force in the upper ranks.

"Mr. Reeves and I share common concerns and goals," Bedingfield said. "We have a very strong and open relationship where we can honestly discuss challenges we are facing and solutions that we will need to take to get there to address those challenges."

Bedingfield said another important member of the group is Carolyn Lucas, who leads the employee working group made up of representatives and supervisors/managers from G-1, G-8, Legal, the Equal Employment Opportunity Office, the American Federation of Government Employees (AFGE) and the Technical Integration and Matrix Center.

"I want to recognize the work Carolyn Lucas has done," Bedingfield said. "She has brought a great sense of purpose and drive to the employee working group. It is something of an eclectic mix of folks from throughout our civilian force, but through the agreements and disagreements, we are forging a better way to assess and

develop the work force to get to a common goal."

Representatives from organizational elements throughout the command, to include the employee work group, provide input, advice and assistance to the Civilian Workforce Leadership Development IPT. The concept of using a command-wide IPT for program development and implementation represents an innovative, streamlined approach to enhance career development and diversity. The IPT will develop a master plan that will be a model for other Army and DOD agencies to use when fully implemented.

"Lt. Gen. (Larry J.) Dodgen (SMDC commander) wants a plan that can be used to increase diversity in the command and also deal with work force development issues that pertain to training and development of the entire work force," Lucas said.

The plan includes training and developmental experiences that will take employees from the entry level through to the senior executive service level.

"It is a restructuring of some processes and procedures being used to recruit people into the command," Lucas said. "We are trying to optimize our recruitment efforts to get the best people in the pipeline so that in the future, we will have employees who are needed in key leadership positions.

"It also addresses the aging work force,"

Lucas said. "We have come up with a concept that is really an integrated approach to strengthen our current and future capacity — having the right people in the right places to perform the various missions within the command, keeping in mind that our mission is changing along with the addition of new missions Lt. Gen. Dodgen has assumed."

Training is just one subset of the program, said Reeves, whose job it is to provide qualified employees to SMDC's various projects and programs. It also includes recruitment — how SMDC works with colleges and universities to bring in co-op students and interns.

"The military has a similar structure," Reeves said. "They have a system where formal training and project type experience is established at each grade level. We do not have this for civilians. We want this program to give employees an opportunity to develop."

The Civilian Workforce Leadership Development IPT addresses these issues. Conferences — one in February and another in April — presented Dodgen and the board of directors with the overall concept and initial plan. The latest conference was June 16 in Huntsville.

"In the first conference, we positioned the agency," said Donna Davis, deputy director, G-1. "We gave the board of directors where the agency stood — Personnel briefed what programs were in place and EEO briefed SMDC's demographics. We set a baseline.

"In April, we presented various recommendations for consideration regarding developmental programs and a recruitment plan," Davis said. "We looked at monitoring the process and providing accountability." The group expanded on those processes for the conference June 16.

"Lt. Gen. Dodgen wanted us to expand on the employee development plan," Davis said. "He wanted opportunities for all entry-level employees to go through the same or similar training so that they would all be on the same playing field.

"We are working together as a team to build the type of command we need to address our mission for the future," Lucas said. "We want to work together on recruitment so that we optimize the recruiting resources we have."



Photo by Debra Valine

The employee working group, made up of representatives and supervisors/managers from G-1, G-8, Legal, the Equal Employment Opportunity Office, the American Federation of Government Employees and the Technical Integration and Matrix Center, is part of the Civilian Workforce Leadership Development Integrated Process Team.

Warrior training includes paintball battle

Simunitions — latest, greatest training technique

By Sgt. 1st Class Dennis Beebe
SMDC Public Affairs

FORT CARSON, Colo. — Simunitions is a word Soldiers may be hearing a lot of in the very near future. Simunitions are a paintball sub-munition now being used to add realism to training while maintaining the safety of the Soldiers.

The modified bullets with paintball munitions fit into conventional weapons with little or no modification. In the M-4/M16A2, another lighter bolt is inserted. This bolt is provided by the sub-munition company. The M-9 gets a smooth bore barrel. The bullets are loaded into conventional clips and loaded into the weapons.

Members of the 1st Space Battalion participated in convoy operations training at Fort Carson in May. The Soldiers learned how to route a convoy to accomplish a mission. They were shown how and where to anticipate Improvised Explosive Devices (IEDs). And they were taught immediate action battle drills should their convoy come under enemy small arms and indirect fire.

The exercise included a "force-on-force" operation with some of the battalion's members acting as Opposing Forces (OPFOR). An IED ambush was initiated against the convoy causing it to stop completely. The Soldiers then used their training to exit the vehicle and establish a defensive perimeter. The combat lifesavers then checked for, treated and evacuated any wounded who required immediate medical attention.

This scenario played out for both the 1st and 2nd Space Companies over a four-day period at Fort Carson training areas. The terrain there is very similar to the terrain in Afghanistan. This aspect of the training provided an extra sense of realism for those who have served there. Results of using the new system were mixed.

"I felt it was a lot more realistic training than the Multiple Integrated Laser Engagement System (MILES) as there is no dispute to whether you get hit," Spc. Jason Lane said. "It is very definite when you actually do get hit. There is a colored mark on your clothes, equipment or body armor. With MILES you never know whether you are getting some residual radiation from a control gun or maybe your batteries are getting weak. There are also ways to cheat with MILES. This new stuff really works to give us realistic training."

"I like the MILES system much better because it feels more realistic to me," Sgt. Tamika Lane said. "I feel I have had a lot better training with MILES equipment."



Photo By Sgt. 1st Class Dennis Beebe

One of the 'bad guys' is stopped in his tracks by the Soldiers of the 1st Space Brigade.

When someone fires at you with a laser, your equipment gives you a beep as if the bullet whizzed by very close to you. I did get hit in the leg with the Simunitions so I know how that feels. I prefer the MILES however."

Convoy operations training is a standard part of Soldier skill training at SMDC. It makes sense because it allows the Soldiers to train in the way they may have to fight. Whether the Soldiers are firing paint balls or lasers at each other, the training will still be just as necessary. Following the simulations with the paintball equipment, the Soldiers went into a live fire exercise that completed their live-ammunition training.



Photo By Sgt. 1st Class Dennis Beebe

Soldiers exit their vehicle after an Improvised Explosive Device has halted the convoy. Convoy operations training is a standard part of Soldier skill training.



Photo By Sgt. 1st Class Dennis Beebe

Immediate action to treat the wounded in the field is an important skill. Combat lifesavers are able to practice this valuable skill during the exercise.



Photo By Sgt. 1st Class Dennis Beebe

An unidentified Soldier from the 1st Space Brigade loads the simunitions into magazines preparing to take part in a convoy operations exercise.

Civilian News

House subcommittee passes bills benefiting federal employees

The House Subcommittee on the Federal work force unanimously approved three pieces of legislation benefiting federal employees:

- H.R. 994 allows retired federal employees and military personnel to pay their federal health care premiums with pre-tax dollars and provides active duty military personnel with an income tax deduction for their supplemental insurance premiums.
- H.R. 1765, the "GOFEDS" Act, allows federal employees who receive the federal student loan repayment benefit to take the benefit tax free.
- H.R. 1283 requires federal agencies to provide tax-free transportation fringe benefits to federal employees in and around Washington, D.C., and also permits agencies to transport employees to and from mass transit stations.

New rules established for retaining, attracting workers

In an attempt to help upgrade the federal work force, the Office of Personnel Management (OPM) has issued updated recruitment, relocation and retention payment authorities. The regulations stem from recently approved legislation allowing federal agencies to increase incentives to help attract and retain workers. The legislation also allows federal agencies to make the payments in installments, lump-sum payments or a combination of the two. Revised fact sheets and examples of calculating payments are available at www.opm.gov/oca/pay/HTML/factindx.asp.

Federal employees polled on job factors

A new survey shows that 91 percent of federal employees believe the work they do is important. On May 19, the Office of Personnel Management released the results of the 2004 Federal Human Capital Survey, which OPM conducted to measure federal employees' perceptions on issues related to the work force. The survey shows there is a strong perception that excellent performance is not properly recognized and that action is not taken against poor performers. The Thrift Savings Plan, employee health benefits, retiree health benefits and retirement plans rank as the most important benefits for federal employees. Some of the lowest rated benefits include: telework; childcare subsidies; and health and wellness programs. The results also point out the need to increase educational opportunities on several programs, specifically Flexible Spending Accounts, which received low ratings. Survey results can be seen at www.opm.gov/employment_and_benefits/survey/index.asp.

New regs for specialty rates, locality pay

The Office of Personnel Management recently issued interim regulations that amend the rules governing pay for employees covered by the General Schedule. The regulations implement the Federal Workforce Flexibility Act of 2004, which made changes relating to special rates, locality rates and retained rates. The new rules apply to any pay on or after May 1, 2005. A few of the key changes are: locality pay is now considered in rules relating to promotion and transfer pay; a locality rate may not be paid on top of a retained rate; and an employee's entitlement to a special rate is eliminated if the employee is entitled to a higher rate of basic pay, such as a locality rate.

New rules on Long Term Care Insurance

The Office of Personnel Management issued new rules recently relating to the Federal Long Term Care Insurance Program. After the interim regulations on FLTCIP were issued in February 2003, OPM received nine comments. Two suggested the definition of "qualified relative" be broadened to include domestic partners of federal employees, but OPM decided not to do so. Other comments suggested changing a provision that gives insurance companies complete discretion to decide who is eligible for such insurance. But OPM said if everyone was guaranteed insurance, the premiums would increase, which would jeopardize the viability of the program. To read the new regulations, go to www.opm.gov/fedregis/2005/69-052705-30607-a.htm.

Military News

Army announces Combat Action Badge

A Combat Action Badge will soon be available to all Soldiers who engage the enemy in battle. Although the Close Combat Badge was once considered an option, Army leadership created the CAB instead to recognize all Soldiers who are in combat. For more information on the CAB, see the U.S. Army Combat Badges Web site at <http://www.army.mil/symbols/combatbadges/>.

Army One Source provides 24-hour information

Army One Source is a comprehensive source to help you face life's everyday challenges. It supplements existing family programs by providing 24-hour, seven days a week toll free information and referral telephone line service available to active and mobilized reserve component Soldiers, deployed civilians and their families worldwide. Get more information about Army One Source at www.armyonesource.com.

Military child care available in your neighborhood

A new Department of Defense program called *Military Child Care in Your Neighborhood* provides financial support and assistance in locating quality child care for eligible military families who do not have access to the DOD's on-base child care options due to wait-listing or geographic location. The program, in partnership with the National Association of Child Care Resource and Referral Agencies (NACCRRA), will help military families find and pay for child care in their communities. The amount of financial assistance provided to families through the program is based on factors like total family income, geographical location, available funding and family circumstances. The *Military Child Care in Your Neighborhood* program is a sister-program to *Operation: Military Child Care*, which provides similar services specifically for families of those serving in the Global War on Terror. For more information on both child care programs, go to www.naccrra.org/MilitaryPrograms. Families can also call the Child Care Aware hotline at 1-(800)-424-2246.

Nationwide program supports our troops

"America Supports You" is a nationwide program launched by the Department of Defense in November 2004 that showcases the many ways America is showing its support for service members and their families. The program is designed to gather information about and recognize the many activities Americans are doing to support our troops. More importantly, "America Supports You" lets service members and their families know about these programs. Individuals or groups can join the "America Supports You" team by submitting information about their activities through the official Web site at www.americasupportsyou.mil. The Web site offers detailed information on the program, including materials such as press kits, downloadable logos, stories of support, and an ever-growing page of responses from service members around the world. Read about many other ways you can support our troops. Go to www.army.mil/howyoucanhelp.

New Web site featured on Army home page

"A Season for Remembrance" is the newest Web special on the Army Home Page. The site features war letters and poetry, as well as a list of events celebrating a variety of memorial activities over the next few months. View the Web site at www.army.mil/remembrance2005.

New law to affect Service Members' Group Life Insurance

Defense and Veterans Affairs officials are ironing out details of programs that will expand benefits provided through Service members' Group Life Insurance. The \$82 billion supplemental legislation signed into law by President Bush May 11 increases maximum SGLI coverage to \$400,000 and provides payouts of up to \$100,000 for service members with traumatic injuries. The increased SGLI coverage will take effect Sept. 1, and the so-called "traumatic SGLI" benefit, Dec. 1. The legislation directs that both benefits will be retroactive to Oct. 7, 2001. For more information, read the story at http://www.military.com/Finance/Content?file=Money_SGLI_051805.htm.

Special events from Kwajalein celebrate Asian Pacific American

By Giselle Bodin
SMDC Public Affairs

HUNTSVILLE, Ala. — Authentic Vietnamese dolls and ornate trinkets lined a table in the hall. Asian-inspired music resonated from the auditorium. Poster boards lined the entrance way revealing details of cultures far away. The message that the Asian Pacific culture is alive in the Redstone Arsenal, Ala., community was present in sight and sound on May 26 at the Rocket Auditorium for the Asian Pacific American Heritage Month celebration.



Photo by Dottie White

Two representatives from the Huntsville Vietnamese Organization performed a traditional Vietnamese ribbon dance during the Asian Pacific American Heritage Month celebration May 26 at the Rocket Auditorium on Redstone Arsenal in Huntsville, Ala.

Led by the U.S. Army Space and Missile Defense Command and Redstone Garrison Equal Employment Opportunity Offices, the celebration promoted diversity with a theme of "Bridging the Gap Between Our Differences."

Asian Pacific Americans trace their ancestry to Asia and the Pacific Islands. This is especially relevant for members of the SMDC family because of ties to the Marshall Islands and their presence at Kwajalein. This is also relevant to all of our country, since "Americans of Asian Pacific descent continue to serve in the Armed Forces, working to secure our homeland and promote peace and liberty around the world," said

Johnetta Graves, Equal Employment Opportunity manager at SMDC.

People participating in the celebration emphasized the presence of the Asian Pacific culture at Redstone. A representative of the Philippines, dressed in traditional gown, introduced cultural and video presentations from the Huntsville Chinese School and the Vietnamese Group of Huntsville. The Huntsville Chinese School informed audience members about their Kung Fu Program and the seven essential elements of Kung Fu by demonstrating moves such as the "Eagle and the Bear" and the "King Kong."

The school is focused on the internal systems in China, teaching effective forms of self-defense and promoting the Chinese language and culture. Instructors will be teaching free lessons in these traditional systems on Saturday mornings from June 4-July 30 at Weatherly Elementary School. For more information, contact HSVChineseSchool@yahoo.com.

Following the martial arts demonstration, two representatives from the Huntsville Vietnamese Organization performed a traditional Vietnamese ribbon dance. Two ladies dressed in red silk kimonos danced barefoot to a rhythmic beat. One of the ladies — Xa Rambo — said she has been in the Huntsville Vietnamese group for 29 years and has been dancing for three. "I am proud of my culture and like to show off some of the great history through dance," Rambo said.

A video presented the dangers of tsunamis, and then the guest speaker, Huntsville, Ala., councilman Glenn Watson, spoke about being in Thailand during the tsunami on Dec. 26, 2004. Watson shared his experiences and stunning images of the day, as well as telling the story of hope that the residents have despite the destruction. Watson has been a great ambassador for the Tennessee Valley, returning to Thailand since the tsunami to bring relief donations. Watson also informed the Soldiers in the audience that the American Army was first on the scene, along with the Thailand army, and that the people of the region showed extreme gratitude to Americans for their service.

The essay and static display awards were presented. Pvt. James R. Neary of Bravo Company, 832nd Ordnance Battalion of Ordnance Missile Electronic Maintenance School (OMEMS) took home the essay award.

There was a slide presentation of the outstanding static displays before awards were given. Some of the recipients had displays that included authentic attire, meals, dishes, clocks, masks and other artifacts. Winners of the display contest were: first place — Electronics Technical Training Department (ETTD) of the 832nd Ordnance Battalion; second place — Headquarters and Alpha Company of the 832nd Ordnance Battalion; third place — Charlie Company of the 832nd Ordnance Battalion.

After the event, guests had the opportunity to read more about Asian Pacific countries through the poster boards and artifacts in the lobby. Information on the culture, food, flags, government and festivals were available for countries such as Nepal and Sri Lanka. Calhoun Community College brought artwork that had traditional Asian glazes over 1,000 years old, and the University of Alabama-Huntsville also participated through student projects.

The programs provided a learning experience for all, showing how Asian culture enriches our society as well. Graves says her only wish is that more people would take advantage of such opportunities. "It gets you away from your desk for awhile and you learn valuable information about another culture."



Photo by Dottie White

Pat Thompson, left, a teacher for the Huntsville Chinese School, demonstrates self-defense techniques on Michael Chang, principal of HCS. Thompson and Chang will be offering a free Kung-Fu Program at Weatherly Elementary School on Saturdays during the summer for anyone over the age of 16.

DOD's personnel chief gives history lesson

By Rudi Williams
American Forces
Press Service

ARLINGTON, Va. — The Defense Department's top personnel official gave a history lesson about Asian-Pacific Americans' contributions to the defense of the nation to about 800 attendees at the DOD Asian Pacific American Heritage Month luncheon and military awards ceremony here June 2.

David S.C. Chu, undersecretary of defense for personnel and readiness, told the audience that as they gather to think about and celebrate the histories and cultures of Asian Pacific Americans through dance,

music and food, they should also keep in mind those who couldn't attend the annual event.

"Asian Pacific Americans in the Army, Navy, Air Force, Marine Corps and Coast Guard are engaged in a very real, valuable and dangerous service to combat terrorism, and especially to protect new, fragile democracies that are emerging in Afghanistan and Iraq," he said. "They're helping guarantee 'Liberty and Freedom for All' — the theme of this year's luncheon and military awards ceremony."

Chu pointed out that except for American Indians, the United States is a nation of immigrants, and those from Asia and the Pacific islands are among

in to Huntsville

frican heritage



Photo by Beth Davie

Manto Joel opens the ceremony for the Asian Pacific Heritage Month festivities.



Photo by Beth Davie

The Marshallse Jobwa Stick Dancers performed traditional dances during the Asian Pacific American Heritage Month celebration May 8 on Kwajalein Atoll.

Americans from across Pacific introduce their cultures to Kwaj

By Nell M. Drumheller
Editor, *Kwajalein Hourglass*

Kwajalein Atoll celebrated Asian Pacific heritage May 8 with outrigger canoe rides, food samplings, craft displays and an exhibition by the Marshallse Jobwa Stick Dancers.

"The Asian Pacific Heritage Month and related activities are celebrated throughout the Army, but I think they have special significance to those of us living in the Pacific," said Maj. David Coffey, U.S. Army Kwajalein Atoll Host Nations chief.

"We are fortunate to have local area experts help educate us and share their culture with us. It is important to be aware of local cultures, and I believe the exposure is one of the main benefits of working for the Army," he added.

Exhibits and representatives from the Republic of the Marshall Islands, Japan, Republic of China, Republic of the Philippines, Hawaii, Republic of Korea and Australia participated in the event.

Marshallse royalty, Seagull and Kili Kabua James, sister and nephew of the paramount chief, were present to represent the traditional leaders of the Sunset Chain of islands. "They provided the outrigger canoes, and without their permission the Jobwa Stick Dance cannot be performed," Coffey said.

The Jobwa Stick Dancers accepted donations throughout the day to help fund a trip to Japan in July where they will perform at a World Expo.

According to Coffey, "The turnout was fantastic, and it makes me very proud to be part of a community that is so culturally

conscious. I know there were many other activities going on this past weekend and that we all have plenty to do, and yet we had to turn people away from the outrigger canoe rides and the gymnasium was sitting room only."

The "Asian Pacific American" designation encompasses more than 50 ethnic or language groups including native Hawaiians and other Pacific Islanders. There are now more Asian and Pacific Islander groups than in the past — with 28 Asian and 19 Pacific Island subgroups representing a vast array of languages and cultures. These groups include Chinese Americans, Filipino Americans, Japanese Americans, Korean Americans, Vietnamese Americans, Asian Indian Americans, Laotian Americans, Cambodian Americans, Hmong Americans, Thai Americans,

Pakistani, Samoan, Guamanian and many other language groups.

"Native Hawaiian and Other Pacific Islander" refers to people having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific islands. It includes people who indicated their race or races as "Native Hawaiian," "Guamanian or Chamorro," "Samoan," or "other Pacific Islander," or wrote in entries such as Tahitian, Mariana Islander, or Chuukese. "Some other race" was included in Census 2000 for respondents who were unable to identify with the five Office of Management and Budget race categories.

Many Asians and Pacific Islanders have ancestry in a number of different cultures.

the newest. "Most early Asian immigrants, principally Chinese, Japanese and Filipinos, did not begin coming to this country in significant numbers until the mid-1850s," Chu said.

Nonetheless, he added, those of Asian and Pacific ancestry participated in the country's earliest military campaigns, dating back to 1763 when Filipino sailors and crewmen deserted from Spanish ships and established settlements in Mexico and the soon-to-be Spanish colony of Louisiana. Anecdotal evidence suggests that some of the so-called "Manilamen" participated as part of the force assembled by French buccaneer Jean Baptiste Lafitte to help Gen. Andrew Jackson defend New Orleans

from British invasion in 1815 — the last battle of the War of 1812, according to Chu. And more than 50 Americans of Chinese ancestry fought — on both sides — during the Civil War, he added.

Asian and Pacific Americans went on to serve in the military during the Spanish-American War and World War I, but they didn't get much attention until World War II, Chu said. "As a group, Asian Americans — including those of Japanese ancestry — declared their loyalty to this country and demonstrated it by working in defense industries, supporting our troops, and serving in the military," Chu noted.

In 1940, persons of Asian heritage were only 1.9 percent of the U.S. population, or

254,918 out of 131.6 million people.

Americans of Filipino ancestry were 0.35 percent of the U.S. population, which made them the third largest segment of the Asian American population in the country. But they were the largest Asian American group in the U.S. armed forces, which was the result of Filipinos serving as part of the U.S. Army in the Philippines. There were two large units with mostly Filipino enlisted personnel — the Philippine Scouts and the Philippine Division, Chu noted.

"Unfortunately, both of these units were destroyed and their members killed, captured or dispersed when the Japanese

See Lesson on Page 17



Photo by Ed White

The aroma of barbecued ribs not only reached building three, but brought tenants of buildings one and two over to enjoy the sumptuous meal.



Photo by Ed White

Miguel Aragon of the Chief Information Office walks away with a full plate and a happy grin — another satisfied customer.

G-6 does a little ‘ribbing’

By Ed White
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — The Soldiers, civilians and contractors of U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command, and many lucky passers-by from buildings one and two reaped the benefits of a brilliant idea.

To help defray the costs of the SMDC picnic in Colorado Springs, a \$5 per plate country rib barbecue was held May 18.

The event, sponsored by the G-6, brought in about \$600 and made a whole lot of people’s stomachs happy in the end.

As the captivating aroma of pork ribs searing on the grill wafted through the air, customers lined up in anticipation.

Side dishes like potato salad, chips, cole slaw and Sgt. 1st Class Dennis Beebe’s special baked beans complemented the ribs.

The third annual SMDC/ARSTRAT picnic was held June 10 at Turkey Creek Ranch on Fort Carson, Colo.



Photo by Ed White

Tom Meals of the G-6 serves up a heaping portion of Sgt. 1st Class Dennis Beebe’s baked beans.



Photo by Ed White

Barbecue fans lined up for a treat during a recent fund-raiser held in Colorado Springs. The money raised was used to help finance the annual SMDC-Colorado Springs picnic.



Photo by Ed White

Mike Winchester, left, of the G-6 was a key player in the picnic fund-raiser. He controlled the distribution of the barbecue sauce.

Space Camp winners

ASMDA Space Camp
Scholarship Committee

Fifteen children are packing their bags and heading to Huntsville, Ala., to attend Space Camp July 3-8 courtesy of the U.S. Army Space and Missile Defense Association.

The 15 winners were selected from more than 75 applications. The ASMDA Space Camp Scholarship Committee reviewed the applications and picked winners based on numerous factors including the applicant's handwritten space essay and school grades.

Huntsville, Ala.:

Ashlie Conroy, 10, SMDC

Chase Laurendine, 10, GMD/MDA

Staci Miller, 11, SMDC

Colorado Springs, Colo.:

Rebecca Wenger, 10, SMDC

Allyson Grimme, 10, SMDC

Washington, D.C.:

Julio Montenegro, 9, Martha's Table

Jennifer Quintero, 10, G-1, Personnel

Kwajalein Atoll, Republic of the Marshall Islands:

Sarah Greenbaum, 11

Ann Marie Hepler, 9

Delta Junction/Fort Greely, Alaska:

Paul Childress, 10, 49th Missile Defense Bn.

Austin Dean, 11, 49th Missile Defense Bn.

Katie Lewis, 10, Military Police Company

Omaha, Nebraska:

Kael Hoflen, 11, U.S. Strategic Command

Mitchell Kliegl, 10, U.S. Strategic Command

Dawn Nelson, 10, U.S. Strategic Command

Each year ASMDA announces the availability of scholarships that include one week at Space Camp at the U.S. Space & Rocket Center, round-trip airfare from the parent's work location, a Space Camp flight suit, a Space Camp clothing package, a phone card, a small amount of spending cash and any unaccompanied minor travel fees.

Two Kwajalein children attending space camp in Huntsville

By Mig Owens
Assistant Editor, Kwajalein
Hourglass

For Sarah Greenbaum, grade five, and Ann-Marie Hepler, grade three, the moon and the stars will soon seem within reach. The pair has been awarded U.S. Army Space and Missile Defense Association 2005 Space Camp scholarships.

The girls will receive one week at Space Camp at the Space & Rocket Center in Huntsville, Ala., July 3-8.



Ann-Marie Hepler

Selection was based on grades achieved in school as well as essays that conveyed the elementary students' interest in science and space. Among the essay questions was, "What experiment would you like to conduct in space?"; "Should there be 'space tourists?' and "Should we stop flying shuttle missions because of the danger?"

"The scholarship generated excitement among the kids," Dan Frazier, superintendent, Kwajalein Schools, said, adding that many inquired of him when the announcement would be made. Now, he said the families of the girls receiving the scholarships are

excited, both planning to accompany their children to Huntsville.

For Greenbaum, attending Space Camp is a chance to answer some of her more burning questions.

"I want to learn more about why there's no gravity in space and more about what they're doing at the space station, where and how people might live there and what kinds of foods they eat in space," she said.

For Hepler, who attended a similar camp in Houston, it's another opportunity to quench her thirst for knowledge about space, which for her began in the second grade.

"I hope to learn what it's going to feel like to be an astronaut and find out about all of the experiments that they do," Hepler explained.

Frazier said that there were a number of students he considered terrific candidates for this award and added that it's nice to be able to offer this opportunity to kids on Kwajalein.

"It's important because direct support from SMDC of schools is one of the more unique programs. There are only six sites in the world that get to participate," Frazier said.

For more information about the Space Camp program, visit www.spacecamp.com.



Sarah Greenbaum

New event-driven launch date projected for National Security Personnel System

By Donna Miles
American Forces Press
Service

WASHINGTON, D.C. — The first phase of the Defense Department's new National Security Personnel System has been adjusted slightly, to later in the fiscal year, NSPS officials told the American Forces Press Service June 7.

The Defense Department will work with the Office of Personnel Management to adjust the proposed NSPS regulation based on public comments and the meet-and-confer process with employee representatives, according to Mary Lacey, NSPS program executive officer.

These revisions will be published in the Federal Register later this summer, and implementation of NSPS could begin 30 days after the publication. However, officials

stressed that the start date is "event driven" and that implementing instructions must be in place and training must be under way before the system gets rolled out.

Officials had hoped to begin the first phase of the rollout, called Spiral One, July 1, but noted all along that the launch date could change. "That (implementation) date is flexible, because we are not going to implement it until we are ready," Charles S. Abell, principal deputy under secretary of defense for personnel and readiness, said during an interview last December.

NSPS officials said the labor relations part of the program is

now expected to begin by September, followed by the performance management element of the human

resources system early in fiscal 2006.

All civilian employees will receive the 2006 general pay increase before the pay-for-performance provisions of

NSPS begin, officials said.

Spiral One, which will initially affect 60,000 employees, will eventually include about 300,000 U.S.-based Army, Navy, Air Force and DOD-agency civilian employees and managers.

After that, the system will be introduced incrementally over the next two or three years until all 700,000 DOD civilian

employees eligible for NSPS are included, officials said. The system will be upgraded and improved as it goes forward, they said.

The National Security Personnel System is one of Defense Secretary Donald H. Rumsfeld's key initiatives designed to transform DOD operations to better meet 21st-century needs.

NSPS replaces an outmoded, 50-year-old civilian personnel management system that had rewarded employees for longevity.

Instead, the new system incorporates a performance-based pay system in tandem with a restructuring of the civilian work force to better support department missions.

For more information about the National Security Personnel System go to www.cpms.osd.mil/nsps/index.html.



Charlie Company, 1st Satellite Control Battalion, charges new leaders with NCO Induction Ceremony

By Sgt. Woody Scott
Unit Reporter

With windows shuttered and lighting subdued, 11 young noncommissioned officers took their places and awaited their role in a ceremony honoring the transition from follower to leader.

On April 29, Charlie Company, 1st Satellite Control Battalion, conducted an NCO Induction Ceremony. The NCO Induction Ceremony is a special ceremony formally marking the passage of a Soldier into the Corps of Noncommissioned Officers. In the words of 1st Sgt. Ralph Martin, the ceremony organizer, "The NCO Induction Ceremony enhances the prestige and esprit de corps of all NCOs."

After the opening of the ceremony, the guest speaker, Command Sgt. Maj. Reginald Williams, gave a stirring speech via video

teleconference on the great responsibilities of the NCO, not only as the leader of troops, but also as the focal point between the decision and the result.

"NCOs are where the rubber meets the road," Williams said. He also discussed the crucial difference between a sergeant E-5 and an NCO executing the decisions of the Army.

Staff Sgt. Trinity Petersen took center stage after Williams with a spotlight on a pair of combat boots raised upon a pedestal. She recited the anonymous dedication to the Army NCO entitled "Boots."

Staff Sgt. Francis Schaf, in desert combat uniform and full battle rattle, proceeded down the aisle as a narrator read the history of the Army noncommissioned officer.

During the pauses Schaf powerfully punctuated the NCO history with sections of the NCO creed. This dramatic sequence reached its peak at the command, "Sergeant, MOVE OUT!" by platoon sergeant, Sgt. 1st Class Jerry

Mobry. The battle NCO then returned to his original starting point cueing the charge of the noncommissioned officer.

As each NCO raised his or her right hand, Martin charged them to uphold the traditions, dignity and high standards of the Noncommissioned Officer Corps. After the NCO charge, the newly inducted NCOs passed under the crossed sabers of Mobry and Staff Sgt. Benjamin Singleton denoting their right of passage into the Corps of Noncommissioned Officers.

"This event was a bookmark in the story of an NCO's military career that will be remembered as they transition from follower to leader and from trainee to trainer," Mobry said.

The new inductees were Sgt. Donald Amos, Sgt. Michael Brondsema, Sgt. Adrian Duran, Sgt. Gregory Hegeman, Sgt. John Kirk, Sgt. Enrique Lopez, Sgt. Jonathan Maxwell, Sgt. Logan Maynard, Sgt. Jennifer Mroz, Sgt. John Priebe and Sgt.

William Steiner.

Each inductee was given a copy of the NCO creed signed by Williams, and then all the NCOs recited the NCO creed with the first line recited only by the new inductees. The ceremony concluded with the Army Song.

Several of the NCOs who were inducted commented on this momentous experience.

"I highly anticipated this ceremony, and I found it very rewarding," Duran said.

Maynard described the ceremony as the "defining point of transition" between follower and leader, and Priebe found it to be a "very moving ceremony that helped illustrate the transition that young Soldiers must make in becoming noncommissioned officers."

The ceremony helped to bring a treasured piece of the NCO heritage into the lives of the SMDC NCOs at Charlie Company, 1st Satellite Control Battalion ... Control Warriors!

Record number of video teleconference connections established by TIMC

By Dr. William Hughes
Technical Integration and
Matrix Center

HUNTSVILLE, Ala. — The U.S. Army Space and Missile Defense Command's Technical Integration and Matrix Center broke its own record for the number of participants connected via video teleconference for a May 18 meeting to discuss the status of the Single Integrated Air Picture.

The 12 sites connected (11 with video/audio and one with audio) at the quarterly Integrated Concept Team meeting represented the largest number of sites on the SMDC dial-up bridge since its inception. (The current record also belongs to the TIMC, when 11 video/audio sites were connected during its February SIAP ICT meeting.)

When hosting these ICT meetings, the TIMC takes full advantage of the command's VTC capabilities.

Richard Brown, ICT Chairman, said, "Use of video teleconferencing is essential when organizing a meeting of this type because of the large number of participants, their scattered geographic locations and the uncertainty associated with travel funds for many of the participants."

Bill Reeves, director of the TIMC, adds, "The TIMC makes use of SMDC's VTC facilities whenever it is practical. Sometimes the occasion calls for a good old-fashioned handshake and face-to-face time. On the occasions when the personal touch is not as important the VTC offers big bang for the buck. It's good for the taxpayer, and it's good for the employees and their families."

Today's joint and coalition military



Photo by Debra Valine

Twelve sites connected during a May 18 Technical Integration and Matrix Center Single Integrated Air Picture Integrated Concept Team meeting, breaking the record and representing the largest number of sites on the SMDC bridge since its inception.

operations have heightened the need to develop SIAP to provide a common air picture of the battlefield. Selected air and ground sensor information will be fused and provided in near real-time to U.S. and coalition warfighters.

The SIAP will provide faster target recognition and discrimination, increase overall battle-space awareness, and give continuous tracking of targets. A robust, operational SIAP will increase first-shot kills, reduce risk of fratricide, and overcome joint battle management and situational awareness shortfalls. The SIAP will provide the confidence required

to conduct over-the-horizon target engagements out to the full kinematic range of weapon systems.

TIMC is the Army's focal point for gathering operational requirements for the SIAP program. This role involves communication with a number of Directorates of Combat Developments as well as the Joint Forces Command, the Joint Theater Air and Missile Defense Organization and the Joint SIAP Systems Engineering Organization.

Quarterly Army SIAP ICT meetings convene to discuss the evolution of the SIAP program and its requirements.

Volunteers pitch in to 'clean sweep' Fort Greely

By Spc. Jack W. Carlson III
Unit Reporter

FORT GREELY, Alaska — Soldiers, residents, students and contractors grouped together to collect trash and improve the overall look of the post during "Operation Clean Sweep" May 13.

"It is amazing what can be done when people come together for just a couple of hours," said Spc. Rosa Ralls, military police officer, 49th Missile Defense Battalion (Ground-based Midcourse Defense).

The group that collected the most trash was Fort Greely Middle School. The teachers, faculty and students gathered enough garbage around the school area to fill 50 large trash bags. One unlucky person's trash became treasure to Josh Knix, a Fort Greely Middle School student — he found a \$20 bill.



Photo by Spc. Jack W. Carlson III

Linda Sloan, right, back row, Fort Greely Middle School teacher, poses with her class and the pile of trash she and the students collected. Also pictured is Josh Knix, right, front row, a student who found a \$20 bill during "Operation Clean Sweep" May 13.

Classes collecting garbage competed against one another, vying for a pizza and ice cream day. The contest ended in a tie between classes of Rachel

Purker, band/choir teacher, and Jerry Vander Zwaag, math/algebra teacher.

"It's nice when you're going for a walk — you no longer

have to step over trash and snow," said 1st Lt. Jason St. Germain, platoon leader, A Company. "The post looks much better overall!"

Lesson

Continued from Page 13

invaded the Philippines in January 1940," Chu said. "Some Filipino and American survivors were able to form guerrilla groups in the mountains and engaged in small-scale fighting with Japanese forces until 1945, when the U.S. recaptured the Philippines."

Chu said persons of Chinese ancestry were the second-largest Asian Pacific group in the U. S. He said that as with Filipino American military personnel, about 40 percent of the Chinese serving in the U.S. military were not native-born citizens. Many took advantage of the citizenship process in 1943 after repeal of the Chinese Exclusion Act in 1943. About 75 percent of the Chinese Americans didn't serve in segregated units, as did Japanese and Filipino Americans.

Persons of Japanese ancestry were the largest of the Asian American groups in the U.S. consisting of 126,947 persons, or slightly less than 1 percent of the total U.S. population.

Americans of Japanese ancestry were initially denied the opportunity to serve in the military during World War II. Many already in the military were restricted in duty or removed from active service. Not until 1943 were Americans of Japanese ancestry permitted to enlist or be subjected to the draft, Chu noted.

The men fought valorously when they were finally allowed to serve as members of the all-Japanese 100th Infantry Battalion and

442nd Infantry Regiment, known collectively as the 442nd Regimental Combat Team, he said. The unit fought in Italy, France and Italy again from June 1944 to the end of the war in August 1945.

"During that time, the unit never exceeded 4,500 men in size, but its members received 18,000 individual decorations, making it the most highly decorated unit of the war," Chu noted. "The 100th Infantry Battalion is still part of our Army's force structure — and is on duty in Iraq."

"Not many Americans are aware, though, that more than 6,000 Americans of Japanese ancestry were trained as interpreters, interrogators and translators by the Army's Military Intelligence Service," Chu continued. "Many of those people served behind the lines, but 3,700 MIS linguists served with combat units on the front lines in order to screen prisoners and provide immediate information from captured documents and maps."

World War II was also a watershed event for Asian Pacific American women, he said.

"For the first time, Asian Pacific American women entered the military, albeit in very small numbers," Chu noted. "Two of these were Hazel (Ying) Lee and Maggie Gee, Chinese-American women, who joined the Women Air Service Pilots and ferried aircraft from factories to air bases in the U.S. and overseas. Hazel Yee was one of 38 WASPs to die in air crashes while delivering planes."

Another was Josefina V. Geurrero, who delivered food, clothing, medicine and

contraband messages to American prisoners of war in the Philippines, Chu said. "She was also a member of the resistance movement and was responsible for preparing a number of maps of Japanese military installations in the Manila area," he pointed out. "She was awarded the Philippine Medal of Freedom for her actions."

Chu said 11 Japanese American and one Chinese American member of the Women's Army Corps were skilled translators and members of the Military Intelligence Service who gave up their post-war military careers to serve as civilian translators and interpreters in Gen. Douglas MacArthur's occupation headquarters in Japan.

In the Korean War, two Asian Americans, Cpl. Hiroshi Miyamura, a Japanese American, and Pfc. Herbert Pililaau, a Native Hawaiian, were each awarded the Medal of Honor for their valorous acts. Also, Young Oak Kim, a Korean American who had served with the 442nd Regimental Combat Team in World War II, commanded the 1st Battalion, 31st Infantry Regiment, 7th Infantry Division, as a major. He stayed in the Army after the war and retired as a colonel in 1972, Chu said.

"Today, Asian Pacific Americans comprise 4.5 percent of all personnel on active duty and 3.4 percent of all of those in the Guard and Reserves," Chu noted. "These numbers are very close to the representation of Asian-Pacific islanders in the military service age-eligible population."

Chu said the month's theme does fitting honor to Asian Pacific Americans. "As we look at the difficulty of the problems before us, including hatred and terrorism, we would do well to bear in mind the American legacy of acceptance and tolerance," Chu told the gathering.

"Building a future of 'Liberty and Freedom for All,' regardless of race, color, or creed, is an appropriate way to honor the sacrifices of the Asian-Pacific American heroes whom we recognize today."

'Today, Asian Pacific Americans comprise 4.5 percent of all personnel on active duty and 3.4 percent of all of those in the Guard and Reserves.'

— David S.C. Chu
Undersecretary of Defense
for Personnel and Readiness

Rayermann departs for high-level Space job in Army

By Marco Morales
SMDC Public Affairs

The Command's deputy chief of staff, G-3, is leaving for another assignment in July. Col. Patrick H. Rayermann, who has served as the U.S. Army Space and Missile Defense Command's G-3 since July 2003, will replace Col. Timothy Coffin as the lead for Army space operations at the Pentagon. Coffin will assume duties as SMDC's director of combat developments.

No stranger to working with space related programs or projects, perhaps his intense interest in space began when he heard the Mercury manned space mission on the radio as a young child. He initially became a space professional as an employee of the Jet Propulsion Laboratory circa July 1974 before deciding to become a Soldier. A native of southern California, he graduated from the University of California, Los Angeles, in 1981 in the Reserve Officers Training Corps earning a bachelor's degree in physics and a commission as a second lieutenant in the Army Signal Corps. His military training includes the Signal Officer Basic and Advanced courses, the Army's Combined Arms and Services Staff School, the Command and General Staff College and Army War College. He has master's degrees in computer resources and information management and in strategic studies.

He has served as executive officer and commander of the 1st Satellite Control Battalion, manager of all logistics support throughout the former Soviet Union for the Nunn-Lugar Cooperative Threat Reduction Program which serves to eliminate, neutralize or safeguard



Photo By Debra Valine

Maj. Sam Russ, left, SMDC/ARSTRAT Liaison Officer to the 14th Air Force at Vandenberg Air Force Base, Calif., Col. Patrick Rayermann, G-3, SMDC/ARSTRAT and Lt. Col. (Raymond) Joe Maier, chief of G-3-PLEX Space Planning informally discuss issues during a break at the Army Space Operations Officer Training Conference in Long Beach, Calif., held May 31 - June 4.

elements of what was the Soviet strategic arsenal, and as chief of space operations at the Defense Information Systems Agency (DISA).

In 1985, he began his involvement in bringing space to Army warfighters when he served as a member of the Army Space Initiatives Study. He continued to make space support relevant to the warfighter during his assignments with the 7th Signal Brigade, the 44th Signal Battalion, the 1st Satellite Control Battalion and the DISA. In 1999 he became one of the first Army officers designated as a space operations expert (Functional Area 40).

Rayermann reflected on some of the accomplishments the command has seen during his tenure as the G-3.

"We've activated the 100th Missile Defense Brigade and the 49th Missile

Defense Battalion," he said. "We have Army National Guard Soldiers and this headquarters is still predominantly responsible for making sure they are equipped and trained to participate and to manage the selection process. Soldiers in the battalion and brigade are ready today to launch those interceptors should we need to try and intercept a missile that either another nation or a non-nation state actor fires against the United States. The fact that the president and secretary (of defense) have not put us on full time operational status is not a by-product of the Soldiers not being ready."

Under Rayermann's tenure, the command has also created and activated the Joint Functional Component Command for Integrated Missile Defense.

"The big benefit there is that as U.S. Strategic Command grapples with how it will handle its various missions, and the role of the service components continues to evolve or develop, there very clearly will be a very strong Army contribution in that our commanding general has been asked to command the JFCC-IMD which is one of those joint functional components," Rayermann said.

"We see Army contributions emerging in the other areas — the other functional component commands, as well. But I think it's a tremendous recognition of roughly 40 years of missile defense pioneering efforts by the Army, and a recognition of the operational contributions we bring to the table today and are expected to bring well into the future, that Lt. Gen. (Larry J.) Dodgen was asked to organize and establish the JFCC for IMD," he said.

Rayermann spoke about how joint space support is being channeled to the Soldier in theater.

"We've developed a theater construct predominantly out of the Future Warfare Center, the Directorate of Combat Developments and the 1st Space Brigade that not only refines but codifies how we put Army space Soldiers into a theater working with joint space capabilities in the joint force," he said, adding, "and this is really targeted to ensure that Army space capabilities, regardless of whether they are commercial, military, civil — potentially other space capabilities that are out there — are effectively delivered in a timely way to ground force Soldiers who need them," he said.

Making reference to the Joint 2020 Vision document which addresses how "dedicated individuals and innovative organizations [will] transform the joint force for the 21st century to achieve full spectrum dominance," Rayermann said. "It's very important that space be properly considered as we identify things the Army's future force needs. This is because there are truly some things space can do — regardless of who operates the space capability — that are tremendously enabling for the way we want to fight in the future."

Rayermann offered his view on challenges for the command.

"Challenges can also be viewed as



Photo by Diane Schumacher

Col. Patrick Rayermann, SMDC/ARSTRAT deputy chief of staff, G-3, pauses momentarily while composing an e-mail message on his computer in his office.

opportunities. The Army, as does the Department of Defense and the sister services, are all being asked to essentially try to avoid growing even as we undertake new technologies, new challenges, new ways of warfighting," he said.

Rayermann offered advice to his successor.

"This is probably one of the most exciting and diverse jobs in terms of all the things you get to do that the Army has for a colonel. I don't want to say it's the only one out there but it's pretty diverse," he said.

"The difficulty is keeping up with all of our mission areas. There's the space piece; the missile defense piece; there's combating WMD (weapons of mass destruction) which is garnering the CG's attention, the deputy chief of operations' attention and my attention right now, and others; the information operations piece — particularly as it pertains to computer network operations — in many ways, that is the biggest area of most explosive growth because as you look at defending networks, whether they're DOD or industry networks, the number of players who choose to dabble in cyberspace is far greater than the number of players that dabble in the other mission areas."

Rayermann also said it's important for SMDC to continue to partner with the Army military intelligence folks and the joint intelligence community as we support the Intelligence, Surveillance and Reconnaissance (ISR) mission area.

"The challenge is to not spend too much time in any one mission area and to be willing to roll up your sleeves, get your hands a little muddy — so to speak — in areas that you've never perhaps really worked in before," Rayermann said, adding, "this job requires a lot of juggling, and there are days and maybe even sequences of days when you'll be focused on one mission area, because of events which are compelling and compel the command to respond to that mission area."

"But, over time, you really need to pay attention to and spend time with all those mission areas and work with the various elements to solidify some of the partnerships we're continuing to develop within the Army such as those with INSCOM (U.S. Army Intelligence and Security Command), the 20th Support Command and Army NETCOM (U.S. Army Network Enterprise Technology Command/9th Army Signal Command).

B Company exercise instills Warrior Ethos

By 1st Lt. James A. Manes III
Unit Reporter

The Black Dragons of Bravo Company, 1st Satellite Control Battalion held the third annual Field Training Exercise (FTX) "Dragon Heart III" at Fort A.P. Hill, Va., May 8-15. The purpose of the exercise was to incorporate all the physical and mental challenges necessary for satellite controllers to enhance their combat skills and live the Warrior Ethos.



Courtesy Photo

Spc. Savern Phoumysavanh, right, is handed a platform from Spc. Theodore Howe during the Leadership Reaction Course. This was one part of the Black Dragons of Bravo Company, 1st Satellite Control Battalion's third annual field training exercise at Fort A.P. Hill, Va., May 8-15.

Bravo Company Soldiers conducted joint training with the 241st Military Police Company from Fort Meade, Md. The Soldiers of Bravo Company started training several months prior to this year's FTX, conducting road marches, movement techniques, battle drills and other combat tasks. This preparation provided Soldiers a solid knowledge base of basic combat skills, as well as ensured their victory over the 241st MPs during a night attack.

The FTX was divided into two rotations, headquarters stayed in the field for the full week while the rest of the company participated in three-day rotations. This allowed the Black Dragons to still perform its wartime mission and provide the same training for both rotations throughout the FTX.

The first phase consisted of securing the Landing Zone (LZ) and moving to a designated check point to be issued Multiple Integrated Laser Engagement System (MILES) gear, smoke and blank ammunition. After everyone received the basic combat load, a leader's recon was conducted of the urban operations site, otherwise known as Combat Village. The combined force was required to clear the buildings within the village, eliminate any hostiles, deal with civilians on the battlefield and secure POWs. It was exactly what they had been training for over the past six months.

Ready to go, each squad would have to use the knowledge they had gained and practiced to methodically clear the Combat Village with unknown opposing forces (OPFOR). Through thick smoke the squad, along with the 241st MP, worked in unison to accomplish the mission. The assault consisted of both units jointly planning

their attack. Once the entry point was cleared of traps, the Soldiers entered the building ready to shoot any enemy in their assigned sector until they captured a foothold in the building. Each squad then systematically cleared each room in small teams. Once all rooms were clear they moved on to the next objective within Combat Village and secured the POWs.

After the urban operations training was completed, the squads were given a fragmentary order. They were to conduct a dismounted road march to their ammo supply point and react to sniper fire. Each squad had practiced being ambushed, how to react to an ambush and how to react to sniper techniques prior to coming to the field. Once the sniper engaged, each squad did their part. This training event reinforced the importance of intervals during a road march. Once the sniper scenario was completed, both squads moved to base camp and immediately set up a perimeter defense. The defense would last throughout the night.

During the second day, the Soldiers were given a block of instruction on combatives and were shown step-by-step instructions on how to perform a combination of maneuvers to use in both defensive and offensive positions. After the Soldiers practiced the moves for three hours they put their knowledge to a test with a series of one-on-one live matches to see who had mastered what they learned.

The Soldiers headed to the practice hand-grenade range during early afternoon. At the range, Soldiers were given instruction on the different types of grenades in the Army inventory. After the block of instruction on hand grenades, the Soldiers were given training grenades and had to maneuver through the obstacles and deploy the grenades into various targets ranging from a fox hole to a stationary jeep.

After the grenade range, the Soldiers were transported to an alternate firing

position range and were given a block of instruction about various types of firing positions including the standing supported, the kneeling supported and unsupported, and the prone and firing standing unsupported through a window.

Once darkness fell, the Soldiers were given the chance to night fire using PVS-7D night vision goggles and a PEQ-4C infrared laser mounted on a rifle. The PEQ-4C laser is a device that is mounted to a Soldier's rifle. The laser is only visible wearing night vision goggles. After the firing was completed, Soldiers were given a class on how to properly handle and deploy flares and star clusters.

In the middle of the second night, OPFOR attacked the perimeter of the base camp. Booby traps were set up along the perimeter for early warning. During the attack flares, smoke, CS and booby traps were going off. Soldiers fired at will to defend their positions. This gave everyone involved a very realistic training experience.

On day three the Soldiers headed to the Squad Tactical Exercise (STX) Lanes. The lanes consisted of conducting a hasty ambush, reacting to an ambush, movement to contact and react to contact.

From the STX lanes the Soldiers went to the nuclear, biological and chemical chamber to build confidence in their assigned masks.

While in the chamber, the commander, Capt. Timothy J. Root promoted Pfc. Timothy Richardson and Pfc. Eric Brown, both satellite network controllers to specialist.

After the NBC chamber, all the Soldiers were directed to the final challenge, the Leadership Reaction Course (LRC). A leader was picked for each squad. Rank was not important. Each leader was given a specific objective to complete within 12 minutes. This course was not specifically set up to complete the objective but to build leadership, expose hidden leaders and enhance teamwork. Nothing could be accomplished without teamwork. It was mentally and physically draining. Soldiers worked well together on some objectives and not so well on others, but the LRC would not have been complete without flack from some designated hecklers. This was done to create confusion, make the team second guess their decisions and eat up valuable time. There were very few missions completed within the time limit, but it did prove that teamwork and leadership are key ingredients to success.



Courtesy Photo

Spc. Joshua Rodriguez plans movements in the Combat Village during a recent Field Training Exercise of Bravo Company, 1st Satellite Control Battalion.



Courtesy Photo

A group of Charlie Company Soldiers prepare their battle dress uniform blouses before taking a plunge into the pool during the unit's drownproofing exercise.

Not just another lazy day by the pool

By C Company
1st Satellite Control Battalion

LANDSTUHL, Germany — With summer just around the corner, Soldiers of Charlie Company, 1st Satellite Control Battalion, decided to spend a few days at the pool. But these were no ordinary days. On May 2 and 4, the Charlie Company Soldiers participated in drownproofing training at the pool on Smith Kaserne in Baumholder, Germany. After a fairly eventful bus ride in which the driver lost his orientation looking for the correct gate, the May 2 group finally arrived at the pool. The unit's Safety NCO, Staff Sgt. Darren Haynes, with the assistance of Sgt. Michael Brondsema and Spc. Nicholas Pease, led the training.

Instruction began with a 50-meter confidence swim to demonstrate that it is possible to swim that distance in wet battle dress uniforms (BDU). Next, Soldiers were shown how to use both the blouse and pants as improvised flotation devices. Instructors required Soldiers to demonstrate that they were proficient at inflating the BDU blouse while jumping into the water, and re-inflating it once in the water. Many found that the training was useful and had both military and civilian



Courtesy Photo

Sgt. Christopher Sokol takes a moment to arrange his battle dress uniform bottoms just the way he likes them during the drownproofing exercise. The training event is a part of Charlie Company's summer safety program.



Courtesy Photo

Pfc. Shane Hillstead leans back, relaxes and enjoys a job well done during the battle dress uniform bottom flotation portion of Charlie Company's drownproofing training on May 2 and 4 at the pool on Smith Kaserne in Baumholder, Germany.

applications.

After the conclusion of training Soldiers were able to enjoy a free swim before showering and returning to the bus. Some Soldiers played water polo for team building, while others tipped a canoe and some even showed off their advanced acrobatic skills while diving from the diving board. Another successful training event was accomplished and the "Control Warriors" of Charlie Company proved that learning can be fun.

Drownproofing in Alaska

FORT GREELY, Alaska — The 49th Missile Defense Battalion (Ground-based Midcourse Defense) practices drownproofing techniques during recent water survival training.



Photo by Spc. Jack W. Carlson III

Maj. Paul Darling, 49th Missile Defense Battalion (Ground-based Midcourse Defense), illustrates the proper way to float using a battle dress uniform jacket.



Photo by Spc. Jack W. Carlson III

Spc. Joseph Thibault, 49th Missile Defense Battalion (Ground-based Midcourse Defense), practices drownproofing by filling his battle dress uniform jacket with air to keep him buoyant during recent water survival training.

Ten imperatives comprise Army Strategic Planning Guidance

The Army Strategic Planning Guidance is the Army's institutional strategy and serves as its principal long-range planning document. The ASPG consists of 10 strategic imperatives.

1. Implement Transformation Initiatives

The implementation of transformation initiatives consists of five major transformation initiatives:

- **Implement the Modular Force:** A total redesign of the operational Army into a larger, more powerful, flexible and deployable force centers on Brigade Combat Teams.
- **Developing the Network:** Creation of a net-centric, knowledge-based environment used to transform decision making.
- **Developing and Fielding of Future Combat Systems:** Focused on putting higher payoff technologies into the current force as soon as they become available.
- **Force Stabilization:** Emphasizes building and sustaining cohesive, deployable, combat ready units.
- **AC/RC Rebalance:** Restructure and rebalance more than 100,000 positions. Restructure to increase units with special skills in high demand. Improve rapid deployment capability.

2. Improve Capabilities for Homeland Defense

- The Army contributes an active, layered defense of the U.S. by providing relevant capabilities to the combatant commanders.
- The Army will establish a Homeland Defense Focus Area whose purpose will be to make recommendations for the development and implementation of solutions to improve HQDA support for Homeland Defense.

3. Improve Proficiencies against Irregular Challenges

- Irregular challenges are unconventional methods adopted and employed by non-state and state actors to counter stronger state opponents.

- Examples of irregular challenges are terrorism, insurgency, attacks against U.S. economic targets and infrastructure, and propaganda campaigns against the U.S.
- Keys to combating irregular challenges include:
 - Integration and synchronization of all information operations (IO) elements.
 - Development of understanding new environment at operational and strategic levels.
 - Development of doctrine and capabilities that reflect the reality of battlespace.

4. Improve Capabilities for Stability Operations

The Army will establish a Stability Operations Focus Area mandated to identify and implement initiatives to increase Army capabilities to plan and conduct stability operations in a joint, interagency and multinational context.

5. Achieve Army Force Capabilities to Dominate Complex Terrain

- Executing operations in complex terrain is likely and expected.
- Assessment of nearly every battlefield operating system for effectiveness is essential.

6. Increase Army Capability for Strategic Responsiveness

- Provide rapidly and immediately employable forces to the joint warfight.
- Adjust deployment metrics to ensure they nest within the overarching joint swiftness goals.
- Deployment metrics will guide synchronization and leveraging of existing Army Power Projection Program (AP3) capabilities.

7. Improve Global Force Posture

- Proper Force Posture ensures the Army's ability to seize the initiative and its ability to sustain a significant land

campaign.

- Global challenges can no longer be met with large, in-place forces and well-established infrastructure.
- The Army must have the ability to rapidly respond / deploy to any crisis.
- Initiatives include proper positioning of war reserves and materiel and improvement of strategic and intra-theater lift capabilities.

8. Improve Capabilities for Battle Command

- Commanders and leaders must leverage new technology to gain an enhanced common operational picture.
- Continue close communication with Joint Forces Command to ensure command and control capabilities are "joint born."
- Continue to spiral network capability forward as available to bridge network gap between current and future force.

9. Improve Joint Fires Capability

- Must achieve fully interoperable joint battle command and joint fire control systems.
- Fire support coordination must become absolutely joint to achieve the responsiveness and effectiveness required.

10. Improve Capabilities for Joint Logistics

- Army logisticians must ensure an integrated supply chain reaching across the breadth and depth of resources in a joint, interagency and multinational theater.
- The Army will develop and implement Army Combat Service Support (CSS) Concepts, Policy and Doctrine that support theater openings and distribution based logistics.
- Focus areas critical to transforming logistics in support of an expeditionary Army:
 - Connect the logistician
 - Modernizing theater distribution
 - Improving force reception
 - Integrating the supply chain

IRS, DOD encourage improved tax compliance by federal workers

By Donna Miles
American Forces
Press Service

WASHINGTON, D.C. — The Internal Revenue Service has asked the Defense Department to help ensure that DOD federal civilians receiving pay or retirement checks from Uncle Sam also pay him his due in federal income taxes.

Federal employees and retirees tend to pay their federal taxes at a higher rate than the general public, but still don't always fully comply with the tax laws, IRS Commissioner Mark Everson said in letters to Defense Secretary Donald H. Rumsfeld and the service secretaries.

That can undermine the U.S. tax system that relies on voluntary compliance, he said.

"If the public perceives that federal employees do not maintain the highest level of tax compliance, public confidence in government will suffer," Everson said.

An IRS analysis showed that, as of October 2004, the delinquency rate for civilian employees of federal agencies and departments was 3.8 percent.

The rate for DOD federal employees was slightly higher, at 5 percent. That rate was up from 4.8 percent in October 2003, he said.

"In all instances, we have attempted to contact these individuals," he told the secretaries. "Although many of

them are attempting to resolve their tax problems, some are not."

In response, the DOD is working to get the word out to its civilian employees and retirees that they're required by law to pay their federal income taxes.

A two-line message on recent civilian leave and earning statements reminded employees in arrears with their tax bills to contact the IRS.

DOD civilian policy officials said stronger measures are possible. Employees who fail to pay their taxes can have their pay garnished, and outstanding tax debts can also affect their ability to obtain or maintain a security clearance.

Current tax delinquency

rates for active-duty military people was not available, because troops serving in a combat zone are entitled to extensions for filing their tax returns.

However, of all categories of federal employees, active-duty service members generally have the highest rate of tax compliance.

However, the rate for military retirees is less stellar.

Part of the problem, could be that military retirees aren't aware that their pensions are federally taxable.

Another could be that there's no requirement that they automatically withhold federal taxes from their retirement pay.

Interceptor Center of Excellence formed at Space and Missile Defense Technical Center

By Noel Paschal
SMD Technical Center

HUNTSVILLE, Ala. — A recent Memorandum of Agreement executed between Lt. Gen. Trey Obering, director of the Missile Defense Agency (MDA), and Lt. Gen. Larry Dodgen, commander of the U.S. Army Space and Missile Defense Command (SMDC), directs establishment of an Interceptor Center of Excellence (ICoE) at the Space and Missile Defense Technical Center located at the Wernher Von Braun Complex on Redstone Arsenal in Huntsville, Ala.

Formation of the ICoE at the Space and Missile Defense Technical Center acknowledges the superior past contributions and current key competencies of the people who make up the Center. The purpose of the ICoE is to develop and apply advanced technology to BMD enterprise-wide interceptor development, integration and overall performance challenges. As such, the ICoE fills a ballistic missile defense mission need for focused, synergistic interceptor improvement.

A vital function of the ICoE will be assisting MDA and SMDC leadership, strategic

partners in the evolution of the BMD system, in synchronizing interceptor investment needs, plans and progress. The ICoE will gather experts and the key interceptor programs they manage in one location to better enable rapid transfer of knowledge and developing technologies among missile defense interceptor programs.

The ICoE will be in close proximity to major BMD programs such as Ground-based Midcourse Defense and Terminal High Altitude Area Defense as well as principal members of the missile defense technology development and application

community such as the U.S. Army Aviation and Missile Command, the Program Executive Office for Missiles and Space, and the strong contractor base in Huntsville and the surrounding area.

The close proximity of these activities will speed development and transition of interceptor technology to BMD programs to improve capability and/or lower costs for the recipient program.

The transitions will range from insertion of interceptor subsystems and components into current BMD interceptors to block upgrades providing new interceptor systems.

Lean Initiatives

Continued from Page 4

other business process improvements use, it is still considered a long-term effort.

"The selected process is like a test case directly tied to the training session," Holcomb said. "After this first process is implemented, the Lean Champions and their organizations will have experience to continue Leaning other processes in their areas. The goal is to integrate the Lean concept into how we do daily business at SMDC."

As an example of how Lean can be successfully applied to a process, Dodgen cited his prior experience as the commander of the Aviation and Missile Command, where Lean was applied to reducing administrative lead-time for the spare parts acquisition process.

Value stream maps and kaizen (rapid improvement) events were conducted with the UH-60 Black Hawk and AH-64 Apache

helicopter acquisition teams.

"Value stream mapping (VSM) events usually last one week and kaizen events run from 3-5 days. A current state and future state map are developed during the VSM event. It usually takes 6-12 months

To kick-start the program at SMDC, Dodgen also is instituting an awards program as part of the command's Lean program. The awards program is under development, but the program will be designed to award the MSE that has the best Lean process

improvement results. Dodgen wants to personally recognize successful implementation of Lean concepts with the command's own "Lean Mean" award.

"From time to time, you will see articles about Lean in *The Eagle*," Bedingfield said. "But, I think it is more incumbent upon leaders in the MSEs to

communicate with our work force. Let them know what we are doing and why we are doing it. We're not doing this to get rid of people; we are doing this to make sure we get the most out of our resources. And again, we have diminishing resources and increasing missions. We have to find a way of doing it better."

More information and background on Lean is available on the CommandNet at http://commandnet.smdc.army.mil/LEAN_Concepts/LEAN.html.

to achieve the future state value stream," explained Brian Wood, director, AMCOM Office of Continuous Improvement. "The interesting thing about Lean is that it is not a destination but a journey. This means once your future state is achieved, it becomes your current state then the process is repeated."

Army Family Action Plan

SMDC hosts first local conference in Huntsville

HUNTSVILLE, Ala. — SMDC-Huntsville conducted its first Army Family Action Plan (AFAP) Conference at the Von Braun Complex May 26. During past years SMDC-Huntsville has participated in and supported the Redstone Arsenal local Family Symposium. This was the first year SMDC hosted its own Huntsville AFAP Conference, as well as supporting the Redstone Arsenal Symposium.

The conference was attended by 10 delegates that included

SMDC active duty, Department of the Army civilians, retired military and SMDC active duty family members.

Dana Henslee and Gloria Flowers facilitated the conference. Numerous Army related quality of life issues were discussed.

One issue was resolved at the local level and four issues were submitted to SMDC-Headquarters for inclusion in the SMDC Commander's AFAP Conference in July.



Photo by Dottie White

Gloria Flowers facilitates the first local SMDC Army Family Action Plan Conference held in Huntsville May 26.

Best Crew Competition – most memorable moment for 1st Space Company Alpha Detachment, 2nd Section

By 2nd Section, Alpha Detachment
1st Space Company

CAMP AS SAYLIYAH, Qatar — The months of March and April tested the mettle of 2nd Section, Alpha Detachment, 1st Space Company (JTAGS CENT). Both months were filled with challenges, successes and multiple VIP visits to their operations. But the most memorable moments were participating in the 2005



Photo by Sgt. Dawn White

Echo Crew performs the Driver's Challenge Course during the 2005 'Best Crew Competition.'

"Best Crew Competition" and a fitness challenge sponsored by the government of Qatar.

In addition to their wartime mission of supporting U.S. Central Command, the Soldiers and Sailors demonstrated initiative, motivation and determination by starting the training for the Best Crew Competition in early March. Specific event training included emplacement of the TACSTAR antenna, driver training and specific warrior tasks. In anticipation of the competition, crews showed dedication by training on their off duty time to hone skills and perfect their craft.

In the midst of this training cycle and during the competition, JTAGS CENT received laudatory comments from Col. Kurt S. Story, 1st Space Brigade commander, Lt. Col. Jeffrey A. Farnsworth, 1st Space Battalion commander and Maj. J. Dave Price, 1st Space Company commander.

"I believe we had adequate training," Staff Sgt. Tracey Rosser said. "Several of the events in the competition are things we do every day and there wasn't much to it. However some events were things we don't perform very often, and we could have spent more time on them."

One of those events not done on a daily basis was backing up a M928 5-ton truck with a 60k generator. This not being a daily operation was an event that required extra practice from all crews involved.

After four days of challenging competition, Echo Crew, led by Petty Officer 2nd Class Lisa Fisher and including Sgt. Darrell Jones and Spc. Joshua Williams, was announced as section winner. Echo Crew was challenged on the first day but toiled their way back into the lead.

"We were all pretty down after that first event, but we still went on with business as usual and got the job done," Williams said of the Echo Crew's comeback.

During the visit by Farnsworth, JTAGS CENT was also able to witness the promotion of their Officer-In-Charge, Chief Warrant Officer Christopher Hall. Hall was promoted to the grade of Chief Warrant Officer Three on April 1.

Another event that brought fame to the JTAGS CENT section among the residents of Camp As Sayliyah included the "Rucksack Run" sponsored by the government of Qatar. The event was a four kilometer desert run in full battle dress to include desert camouflage uniforms, load bearing vest, Kevlar, an M-16 rifle and boots.

The competition included teams from the Qatari government and military, and one American team from Camp As Sayliyah. Sgt. 1st Class Ronnie Price



Photo by Sgt. Darrell Jones

Col. Jeffrey A. Farnsworth promotes Chief Warrant Officer Christopher Hall.

and Spc. Jonas Moody made up a quarter of the entire team consisting of eight personnel representing Camp As Sayliyah.

"It was a good competition and it felt like I was being an ambassador and building bridges between our military and the Qatari government," Price said.

The event required six out of eight members of the team to cross the line together and the time didn't end until the sixth person crossed the finish line. The Camp As Sayliyah team placed fifth out of nine teams and won the Teamwork Award. The team earned this trophy by completing the race as a team then going back to pick up those team members still running.



Photo by Clayton Grusing

Sgt. 1st Class Ronnie Price represents JTAGS and Camp As Sayliyah in his last lap on the 4K run course of the Qatari sponsored 'Rucksack Run.'

The guidon passes ...

A Company, 49th Missile Defense Battalion, conducted a change of command ceremony May 9 in Gabriel Auditorium at Fort Greely, Alaska.

In the ceremony, the commander of the 49th Missile Defense Battalion, Lt. Col. Greg Bowen, transferred responsibility of the company from the outgoing commander Capt. Gary Rowe to the incoming company commander, Capt. Kyle Holt.

The transfer of the company guidon is significant in that with the transfer of responsibility also goes the responsibility for accomplishment of the company's mission and care of the troops.

A Company is responsible for securing the Missile Defense Complex at Fort Greely, Alaska.



Photo by Spc. Jack W. Carlson III

During the passing of the colors, Capt. Kyle Holt passes the A Company guidon to the company first sergeant during the change of command ceremony May 9.



Courtesy photo

Echo Company, 1st Satellite Control Battalion, Soldiers compete with other members of the U.S. military in the Naha Hari, dragon boat races, in Okinawa May 5.

Echo Company Soldiers compete in Okinawan dragon boat races

By Sgt. Albert Gil de Lamadrid
Unit Reporter

OKINAWA, Japan — Hari, or dragon, boat races have been held annually in fishing villages all over Okinawa for centuries.

The festival originated as a means to pray to the gods of the sea for bountiful fishing harvests and the safety of the fisherman.

One of the most popular races is the Naha Hari, which Echo Company, 1st Satellite Control Battalion, Soldiers competed in as part of the Army on

Okinawa team. The festival May 5, in Aja Port not only involved boat racing, but also included a variety of games and food stands.

For some newcomers to the battalion, it was a great time to take their families on a stroll around the port and enjoy the native food that was available, and the well-known "ORION" beer.

Members of Echo Company who competed in the races as part of an integrated team of local nationals and U.S. military personnel included Sgt. 1st Class Michael Leiby, Staff Sgt. Joseph Barmore, Sgt. Christopher Golden, Sgt. Philip

Gutierrez, Sgt. Adam Mitchell, Sgt. Albert Gil de Lamadrid, Sgt. Robert Adanitsch, Sgt. Christopher Bienlein, Spc. Brian Metz, Spc. Deeraheem Wright, Spc. Adam Fairchild, Spc. Stephen Bahn, Spc. Matthew Funk and Spc. Brett Bouley.

The team "KAWASAKI" had a great fight the entire race and although they came in third place, it didn't matter to them. Participating in the races and representing U.S. forces with true sportsmanship was what made the day fun.

Quality time all wet

By Staff Sgt. Joseph Barmore
Unit Reporter

OKINAWA, Japan — Leaders are always looking for a way to spend quality time with their Soldiers. During a recent visit to Echo Company, 1st Satellite Control Battalion, in Okinawa, Japan, the battalion commander, Lt. Col. Hae-Sue Park and the battalion Command Sergeant Major, Reginald Williams had the opportunity to get in some unique quality time 65 feet below sea level with myself and another Echo Company NCO. Sgt. Gil de Lamadrid and I took the commander and command sergeant major diving in the blue waters off the coast of Okinawa along with my wife, Tiffany.

Okinawa is a diverse paradise having abundant coral reefs directly on the coastline. This makes it extremely convenient to enjoy the sport and underwater scenery without having the added hassles or expenses of boat

diving.

Before the dive, I gave a briefing on the dive site and equipment safety checks were performed. We entered the water excited to begin our dive.

On the 100-foot snorkel out to the reefs edge we were fortunate enough to see two squid, each about a foot long. At the drop-off we descended about 25 feet stopping there to take a picture with a submerged Buddhist statue. We then followed the reef enjoying the tropical fish and soft coral. Butterfly and Surgeonfish passed by as we came to a wall of coral that extended from a depth of 65 feet to the surface. Damsel fish and Banner fish played among the soft coral growing along the wall.

Looking up from that depth you could see the silhouette of hundreds of tropical fish going about their daily business against the backdrop of sunlight filtering through the cool blue waters. Taking a submersible flashlight and looking among the nooks and



Photo by Joseph Barmore

Lt. Col. Hae-Sue Park, 1st Satellite Control Battalion Commander comes across a Buddhist statue on a scuba diving trip during a recent visit to Echo Company in Okinawa, Japan.

crannies of the wall we were able to see big-eyed squirrelfish and huge sea urchins hoping to remain undisturbed until nightfall.

On the return trip to our entry point, Tiffany pointed out a banded sea krait. Despite its deadly venom, these snakes are extremely docile and bites or attacks against humans are virtually unheard of unless

provoked.

Next we ascended to 15 feet for a three minute safety stop and then we began our snorkel back to shore.

Halfway back to the shore line the same two squid we saw earlier were there to greet us like old friends. We were also fortunate enough to see an eel slithering across our path.