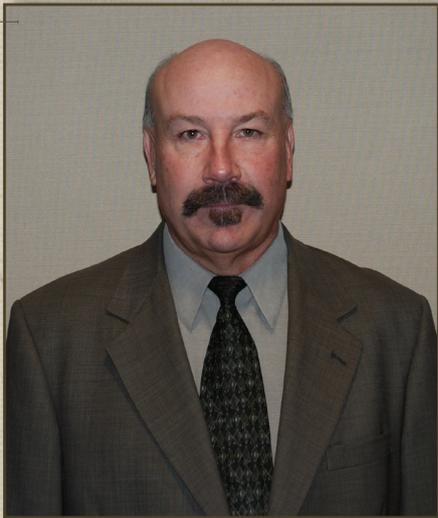


TIP OF THE SPHERE

Training Insights

BY LARRY MIZE



Larry Mize graduated from Xavier University with a Bachelor of Science in Mathematics in 1973. He entered active service in the United States Navy serving a career specializing in Naval Intelligence, Aircraft Carrier Operations, Naval Special Warfare (SEALs), and Space Operations. He attended French language training at the Defense Language Institute and subsequently served as the U.S. Navy Liaison Officer to the Commander French Forces Indian Ocean/French Foreign Legion/Commandos Marine in Djibouti. He attended Naval Postgraduate School and was awarded a Master of Science in Space Systems in 1986, subsequently serving at U.S. Space Command and U.S. Strategic Command. Mize is currently Chief of Space and Ground-based Midcourse Defense Education Training.

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CG TRADOC Designates USASMDC/ARSTRAT an Institution of Excellence

BY TOM COLEMAN, CHIEF, DCD QUALITY ASSURANCE OFFICE

When U.S. Army Space and Missile Defense Command/Army Forces Strategic Command's Directorate of Combat Development (DCD) launched a new Space training program over nine years ago, it was destined for success. DCD just received word from Headquarters U.S. Training and Doctrine Command that they have exceeded the TRADOC accreditation standards and are granted Full Accreditation and designated an "Institution of Excellence." "Everyone worked very hard for this accomplishment, and our hard work paid off," said Tom Coleman, DCD Quality Assurance Office Chief. This outstanding achievement was the result of several years of work and refinement for DCD.

It all started eight years ago. In June 2001, DCD developed and began conducting the first Space Operations Officer Qualification Course. Since then, DCD has graduated 16 classes and trained a total of 347 students. Then in 2003, DCD realized that the Space Operations Officer Qualification Course had matured enough to invite the Headquarters TRADOC Quality Assurance Office out to Colorado Springs, Colo., to review the course with an eye toward eventual TRADOC accreditation. In 2003, TRADOC representatives visited DCD and conducted a Staff Assistance Visit which concluded with a positive outbrief and a list of areas to improve upon prior to an official accreditation visit by Headquarters TRADOC in 2006.

While DCD was working on these course improvements, a parallel effort was taking place in Colorado Springs. The Ground-based Midcourse Defense (GMD) Operator Course had been fully operational since 2003. After two years of course improvements, the GMD Operator Course was fully accredited (100 percent) by TRADOC in July 2005. At the same time, DCD was recognized as an "Institution of Excellence." As a result of this

recognition and the pending re-visit by Headquarters TRADOC, DCD realized the importance of Quality Assurance in all courses and stood up its own Quality Assurance Office. DCD then began to prepare for the official TRADOC accreditation visit in 2006. In December 2006, a TRADOC Quality Assurance team returned to DCD and, after several days of review of courseware, instructor performance, and other accreditation criteria, the Space Operations Officer Qualification Course was 100 percent fully accredited. From this inspection, DCD was formally recognized by the Commanding General of TRADOC as an "Institution of Excellence." At the time of the Space Operations Officer Qualification Course accreditation, TRADOC indicated that no TRADOC or Non-TRADOC schools had ever received a 100 percent accreditation.

Continuing on the Quality Assurance momentum generated by the successful Ground-based Midcourse Defense and Space Operations Officer Qualification courses, DCD invited the TRADOC Quality Assurance Office out for another Staff Assistance Visit in June 2009. "The DCD goal for the SAV in 2009 was to do the best we can. My personal goal is to show TRADOC the quality of our training organization and the quality of our training products," said Coleman. "We have always developed and conducted our Space training IAW TRADOC Reg 350-70, and this visit was to demonstrate that we take our training development and delivery responsibilities very seriously," he said.

This time, the TRADOC Quality Assurance Office would look at the entire organization and all Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel and Facility areas, not just a single course. TRADOC no longer accredits a single course but instead conducts "Institutional Accreditations." When an institution is accredited, all courses

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within that institution are automatically accredited. This Staff Assistance Visit was to conduct a pre-accreditation evaluation across all DOTMLPF domains. During the visit, the TRADOC Quality Assurance Office team used a variety of data collection and analysis techniques to determine whether USASMDC/ARSTRAT DCD met accreditation standards and whether or not:

1. The Institution DOTMLPF functions adequately support the conduct of training, education, and leader development.
2. The Institution develops and implements quality, current, and relevant training and education that reflects contemporary operational environment and validated lessons learned.
3. Training of active Army and Reserve component Soldiers is to the same task standard.
4. The right education is presented, using the right medium, to the right Soldier and leader, at the right time, and the right place.
5. Institution is preparing for future training and education requirements.

Extensive preparations for this Staff Assistance Visit began about a year ago. At that time, the small, newly created DCD Quality Assurance Office began with a plan and roadmap for success. First, there were meetings conducted with Course Managers and Training Developers. These meetings were designed to review with all the new 30 TRADOC Accreditation standards and answer questions regarding each of the standards and how they apply to DCD. Additionally, the meetings provided an opportunity to allow all attendees to compare lessons learned regarding training development materials and discuss best practices that worked. In addition to the meetings, numerous e-mails were sent out periodically informing all Course Managers and Training Developers where to find samples and examples of courseware documents ranging from lesson plans to Programs of Instruction to Training Analysis Reports.

In addition to this extensive library of documents to help DCD training developers create their coursework, the Quality Assurance Office conducted quarterly reviews of all DCD Space and Ground-based Midcourse Defense courses. This was done to ensure course managers and training developers were mak-

ing needed corrections to their courseware in accordance with TRADOC accreditation standards. To accomplish this, each Quality Assurance Evaluator met with each course manager and their supporting team multiple times. During these visits the evaluator went through and compared each course with the 30 standards, to ensure they were being followed. The evaluator then established a way ahead for each course based on the needs of that course. After the reviews, the DCD Quality Assurance Office sent a report to each course manager for review and corrections if needed. Based on these quarterly reviews, colored scorecards were maintained by the DCD Quality Assurance Office internally to keep track of how everyone was doing in all areas. The scorecard results were briefed to DCD leadership weekly. Based on the meetings with the course managers, a self-assessment report was written for each course, nine self-assessments in all. These nine course self-assessment reports were rolled up into a single DCD self-assessment report.

The Quality Assurance Office worked closely with course managers for all the courses to review lesson plans, training support packages, programs of instruction, course management plans, and many other documents required of each course. This effort was time and labor-intensive. Documents were written, edited, re-written and re-edited until they complied with TRADOC standards. Thirty days prior to the Staff Assistance Visit, Headquarters TRADOC required the USASMDC Quarterly Assurance Office to post documents to a Web site so they could review our products. Electronic staff work between the Quarterly Assurance Office and course managers was already the order of the day. Now the work had to be forwarded to TRADOC. Naturally, at this time, computers started crashing like cars at the demolition derby. Not only were the documents listed above needing to be posted, but the self-assessment reports as well. When the documents were finally able to be uploaded to the TRADOC Web site, the work was immediately being reviewed and clarifications and updates were requested. Replies were prepared and posted. Questions were answered via e-mail, phone and fax.

As preparations were made for this Staff Assistance Visit, it was important to note that the landscape had changed dramatically since the 2006 visit. Instead of one course to evaluate, the Space Operations Officer Qualification Course, this time, there were eight courses subject to the Staff Assistance

Some of the DCD training staff at the 2009 Army Apace Cadre Symposium held in Colorado Springs, Colo., Aug. 3-7. Photo by DJ Montoya, 1st Space Brigade



Visit. The Space Operations Officer Qualification Course alone consists of nearly 400 hours of coursework, and all the associated paperwork to support that coursework in accordance with TRADOC Reg 350-70. DCD's other courses range in length from one week (40 hours) to seven weeks (nearly 300 hours) of instruction. Every document that supports every course needs to comply with TRADOC standards to ensure the best training is being provided to America's Space Warriors. In addition, the standards used in the last visit were re-written and changed dramatically. Instead of 24 standards to measure training-related areas, there are now 30 standards to measure Doctrine, Organizations, Materiel, Leadership and Education, Personnel and Facilities compliance. Failure to adequately address items like safety, Operational Security, or Contemporary Operating Environment in any one course could cause an automatic downgrade for the whole unit.

The Staff Assistance Visit at this time was an important step for DCD's goal to eventually receive the "Institutional Accreditation." This goal was supported by the full commitment of the DCD leadership, the training course managers, and the training developers. "This staff assistance visit has been our main focus for quite some time," said Coleman. "It is a big job, but the QAO team, working in close partnership with all course managers and developers, has great synergy and momentum, and has met this challenge head-on," he said.

In support of this goal, DCD hired an additional contractor to help with courseware reviews and provide assistance to all the courses. The DCD Quarterly Assurance Office team was anxiously engaged in all aspects of quality assurance to include quarterly reports on quality assurance progress for each course; self assessments; individual document reviews; and a host of

other tasks to ensure all the course managers and developers were knowledgeable of the TRADOC Quarterly Assurance Office standards for the Staff Assistance Visit. Additionally, the DCD training development team worked on a common framework that is our DCD Quality Assurance Office Process (see below). This chart shows the required process between the DCD Quality Assurance Office and each of the course managers to ensure DCD meets the goal of institutional accreditation.

Prior to the actual visit, DCD Quality Assurance Office team drafted a schedule for the Staff Assistance Visit team. TRADOC submitted a proposed schedule that was quite different. We worked together to smooth out a final visit schedule and get the team of four evaluators to our numerous locations, to meet with our personnel in Colorado Springs. We tried to minimize the effects of travel time and let the evaluators do as much work as possible while in a single location.

They reviewed our documents, talked to instructors and students, looked at our facilities, and checked to see that instructors were qualified to train Soldiers. Since they had read the documents before they got here, they were familiar with the operations. And this allowed them to focus on areas where they may have had concerns. One highlight during the Staff Assistance Visit was a 4-hour visit to the National Security Space Institute. During the visit, the TRADOC Quality Assurance Office team learned about the National Security Space Institute mission, received briefings on various programs, met with instructors, reviewed Space 200 records, and visited a live WAREX. Several National Security Space institute faculty and staff were on hand to clarify the Institute's successful partnership with DCD. The team also visited with Space Operations Officer Qualification Course students to get their perspective on the training program

and how they would improve the course. Also, the Quality Assurance Office team met with some DCD platform instructors to discuss how they approach their responsibilities, and to gather additional information dealing with institutional training and classroom instruction. In addition to visiting with all DOTMLPF points of contact within DCD, the team conducted an extensive review of all training courseware documents. "It was a very busy week," said Coleman. "But we would not have it any other way ... we were able to show the team how proud we are of our training," he said.

The results of the Staff Assistance Visit were outstanding. During June 23 – 26, 2009, a TRADOC Accreditation Team conducted the Staff Assistance Visit and inspected the DCD as an entire training institution. The DCD Quality Assurance Office is proud to announce that the command's institutional training has been fully accredited and is designated an "Institution of Excellence." "TRADOC QAO visited us for a close look and we were ready. I am very proud of the entire DCD team," said COL Bruce Smith, Directorate of Combat Development Director.

So does the Quality Assurance Office just fold up its tents and go home for three years until the next inspection? Not at all! Any concerns the TRADOC team identifies needs to be addressed. Courseware for all training courses still needs to be updated and maintained. When work is done right the first time, it's easier to maintain it than it is to redo it. Space and Missile Defense is a mission that changes frequently as new capabilities become available and it's learned how to employ them. Courseware must keep pace.

The DCD Quality Assurance Office team will remain very busy. They will continue to perform many tasks on a daily basis; write and update training standard operating procedures, review courseware, assist in writing courseware, research training questions, clarify regulatory requirements for the various courses, establish new courses in alignment with the systems approach to training process, maintain course records, and conduct internal and external evaluation programs. The DCD Quarterly Assurance Office will also continue to perform quarterly course evaluations which help to monitor the course documents and training for adherence to TRADOC 350-70 and command training requirements, which will help DCD maintain their accreditation in the out years. The DCD Quality Assurance Office will also continue to perform quarterly instructor evaluations, assisting with student counseling, external and internal course surveys, lessons learned integration and other tasks that assist the course managers with professional course implementation.

There are some changes on the horizon for the DCD Quality Assurance Office. They have been organizationally realigned under the Director, DCD, and are expecting to change physical locations and add at least one more person to the team. Finally, TRADOC has stated that they will be rewriting the standards again this winter, and they have asked DCD, as a non-TRADOC school, to help with that process.



BIO: TOM COLEMAN

Coleman is Chief, Directorate of Combat Development Quality Assurance Office in Colorado Springs, Colo. He is responsible for the total Quality Assurance program within DCD, which includes overseeing all aspects of courseware development, documentation, and training to ensure all training activities are conducted in accordance with U.S. Training and Doctrine Command standards across all Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel and Facility domains. Coleman served a career in the Air Force in the Signals Intelligence and Imagery Intelligence career fields for the first nine years. He then cross-trained into Education and Training and held assignments as an Education and Training officer at the Occupational Measurement Center, Headquarters Air Force Reserve Officer Training Corps, and the Academic Instructor School. Coleman retired in 1994. Prior to his current assignment, he was on the faculty at the Air Force Academy and, in addition to full-time instructor duties, was responsible for faculty development in the Management Department at the United States Air Force Academy. He holds a Bachelor's degree in Communications from Brigham Young University and a Master's degree in Human Resources Management from Troy State University.