

# The Army Test and Evaluation Strategic Plan



2007





## Director's Message

This is a challenging time for the Army. The missions the Army executes are increasingly complex and uncertain. More than ever, the Army must participate in joint or multi-national operations. This challenging time requires test and evaluation to be responsive and diligent in providing decision makers with mission relevant assessments that help them make fielding decisions and provide safe, effective, suitable, and survivable weapon systems and equipment for our Soldiers. Our continuous challenge is to conduct rigorous test and evaluation in a compressed time schedule at decreased costs. We must meet these challenges in a constrained funding environment. We must use sound business practices to ensure we invest scarce resources wisely. Further, we cannot simply address our immediate needs, we must invest in our future in order to test and evaluate the Army systems of tomorrow.

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**Director, Test and Evaluation Office  
Office of the Deputy Under Secretary of The Army**





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## Foreword

The Army test and evaluation (T&E) strategic plan expresses the overarching goals for the Army T&E community. When implemented, it will position the T&E community to provide the necessary capability to efficiently and effectively test Army materiel. The result is a superbly equipped Soldier using state-of-the-art equipment that functions as intended on the current and future battlefield. This plan outlines T&E goals, strategies and initiatives in support of Army guidance.

T&E must be in harmony with the Army strategic planning guidance. The Army strategic imperatives focus on support of the global war on terror (GWOT) and transforming the Army for the future. The Army modernization plan states, “the first priority for the Army is to successfully pursue this war...” “the next and related priority is to strengthen the Army’s contributions to joint and combined warfighting capabilities by fielding new systems, inserting new technologies and capabilities into existing systems...” T&E provides essential information to acquisition decision makers, resulting in successful implementation of the Army modernization plan, and achievement of The Army Plan’s strategic imperatives.

The T&E community must be responsive to the ever-changing world and be prepared to provide test and evaluation services that satisfy the requirements for timely and accurate information wherever and whenever it is required. Because of the demands created by ongoing operations, the Army has accelerated the fielding of new emerging capabilities. As part of the effort to ensure our Soldiers have the latest available equipment, the Army has implemented three initiatives:

A rapid fielding initiative (RFI) to outfit Soldiers with improved combat gear as they deploy for missions.

A rapid equipping force (REF) process to provide commercial off-the-shelf (COTS) or near-term developmental items to forces preparing for or engaged in operational missions.

A recapitalization (recap) effort to refurbish and selectively upgraded key Army systems.



## Army T&E Vision

Ensure world class combat and support systems for our nation's warfighters by providing sound analysis, timely, effective, and efficient test and evaluation procedures and capabilities; providing decision makers with comparative analysis for the purpose of revealing improvements over existing capability.

## Army T&E Mission Statement

Army test and evaluation will enhance the nation's warfighting capabilities by providing decision makers with timely and creditable evaluations and assessments of a system's operational effectiveness, suitability and survivability to make possible the best feasible program decisions.

## T&E Strategic Plan Biennial Review Process

Review and update the plan on a biennial basis as depicted below, incorporating current and relevant Army and DoD guidance.





## Army T&E Goals

Goals are broadly defined strategic positions or conditions, that when achieved, close the gap between the organization's preferred vision and its current situation.



### Strategies and Initiatives to Reach the Army T&E Goals

As depicted above one or more strategies support a goal. Strategies define an approach the community will take to reach the goal. Initiatives are actions to accomplish the strategy. The goals and strategies guide the community toward achieving the T&E vision.

The Army has identified four strategic T&E goals that facilitate accomplishing the Army T&E mission, and supporting the Army T&E vision and mission.

**Goal 1:** Cultivate a highly skilled, multi-disciplinary professional workforce with skills and competencies to provide current and future test and evaluation capabilities.

**Goal 2:** Tailor the T&E infrastructure to meet current and future needs.

**Goal 3:** Improve the quality, rigor, and responsiveness of Army testing and evaluations to better meet decision-making needs of senior leaders.

**Goal 4:** Continuously improve the T&E enterprise through the development of better corporate processes.





# Goal 1

**Cultivate a highly skilled, multi-disciplinary professional workforce with skills and competencies to provide current and future test and evaluation capabilities.**

*Much of the T&E community is composed of senior and very experienced personnel whose skills and knowledge must transfer to the next generation workforce. Today's workforce must be well versed in new technologies to test the sophisticated weapon systems of the future.*

**Strategy 1.1:** Assess, develop, and retain a multi-disciplinary and experienced workforce to test, analyze, and evaluate systems of today and tomorrow.

- **Initiative:** Continuously assess current and future workforce requirements versus existing skills and competencies.
- **Initiative:** Establish a T&E career marketing strategy to target entry-level recruits.
- **Initiative:** Establish regimented mentoring programs to ensure knowledge gained by experience passes on to the next generation.
- **Initiative:** Design a leadership program that develops diverse, well-qualified talent for current and future T&E excellence.
- **Initiative:** Expand the Defense Acquisition University curriculum to develop skill sets necessary to perform key T&E functions.
- **Initiative:** Enhance retention by providing a challenging, satisfying work environment, and opportunities for continuing education and advancement.





## Goal 2

### **Tailor the T&E infrastructure to meet current and future needs.**

*The T&E infrastructure includes real estate, facilities, instrumentation systems, and modeling and simulation (M&S). This infrastructure must be capable of accommodating existing T&E requirements as well as new and advanced capabilities. Many of the existing Army test facilities are aging and require replacement or modernization. Instrumentation and M&S must be as advanced as the sophisticated systems to be tested.*

**Strategy 2.1:** Maximize tool commonality among Services and other DoD components.

- **Initiative:** Partner with all Services and DoD components to adopt department-wide tool standards.

**Strategy 2.2:** Acquire versatile tools in time to serve Army T&E needs, including the need to test in a joint environment.

- **Initiative:** Invest in critical T&E capabilities prioritized to best support the acquisition community.
- **Initiative:** Develop robust and mobile tools capable of deploying and testing in the area of operations.
- **Initiative:** Proactively encourage acquisition of embedded instrumentation and instrumentation-enabled equipment.



**Strategy 2.3:** Provide a realistic environment such as, climate, threat, urban terrain, and geographic, to ensure equipment is tested as it will be used on the battlefield.

- **Initiative:** Support the development of a complex network of sensors, platforms, and command nodes linked by reliable, high bandwidth, and high-speed communications.
- **Initiative:** Acquire T&E capabilities required to test in a joint environment.
- **Initiative:** Rely on capabilities of other Services and share Army capabilities where common requirements exist.

**Strategy 2.4:** Locate, size, and configure infrastructure to meet needed T&E capabilities.

- **Initiative:** Identify mission essential requirements and target T&E facilities for updating to meet those requirements.
- **Initiative:** Invest in modern state-of-the-art T&E facilities that will meet current and future requirements.
- **Initiative:** Divest T&E facilities that no longer meet mission requirements.





## Goal 3

**Improve the quality, rigor, and responsiveness of Army testing and evaluations to better meet decision-making needs of senior leaders.**

*Sound methodologies and analysis will add quality, rigor, and responsiveness resulting in thorough testing with repeatable results. The T&E information provided to decision makers must be rigorous, timely and based on sound analysis. The test community must anticipate T&E requirements and be prepared to test without causing unnecessary delay to acquisition programs.*

**Strategy 3.1:** Continuously improve evaluations by providing high quality, thorough, and timely test data and analysis.

- **Initiative:** Develop new or revised analytical capabilities.
- **Initiative:** Develop test methodology standards to ensure testing with consistent and repeatable results.

**Strategy 3.2:** Shorten the timeline and continue to improve upfront planning and post test reporting.

- **Initiative:** Develop automated tools to facilitate preparation of timely, accurate, and comprehensive test plans.
- **Initiative:** Develop automated tools to organize and format metadata, data and other information into a timely and concise test report.





## Goal 4

### **Continuously improve the T&E enterprise through the development of better corporate processes.**

*Policies should facilitate T&E throughout a system's acquisition life cycle and ensure fielded systems are operationally effective, suitable and survivable. Optimization of procedures for T&E document development, staffing, and approval will reduce unnecessary delays.*

**Strategy 4.1:** Assess policies and procedures to ensure promotion of efficient and effective T&E.

- **Initiative:** Examine other Services T&E processes and adapt or adopt best practices where feasible.
- **Initiative:** Assist acquisition programs in developing successful test and evaluation approaches.
- **Initiative:** Continuously improve T&E policies and procedures.

**Strategy 4.2:** Increase operational realism in developmental tests to improve the likelihood of successful operational tests.

- **Initiative:** Foster opportunities for DT testers to experience operational testing and explore "greening" programs to expose developmental testers to the Soldiers' environment and operational issues.
- **Initiative:** Explore the developmental test process, seeking opportunities to increase operational realism.

**Strategy 4.3:** Expand T&E practices to accommodate rapid acquisition initiatives and other non-traditional acquisitions.

- **Initiative:** As required, update Army regulations to institutionalize T&E of rapid acquisition initiatives and other non-traditional acquisitions.
- **Initiative:** Explore the need for embedded testers in operational units, to allow for continued assessments throughout a system's life cycle.



## Applicability

The T&E community consists of the Test and Evaluation Office (TEO); Army Test and Evaluation Command; Space and Missile Defense Command's Test and Evaluation Directorate; Army Research Survivability/Lethality Analysis Directorate; Army Materiel Systems Analysis Activity; and the Program Executive Office, Simulation, Training and Instrumentation's Project Manager Instrumentation, Targets, and Threat Simulators.





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Test and Evaluation Office