



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
SIMULATION, TRAINING AND INSTRUMENTATION
12211 SCIENCE DRIVE
ORLANDO, FLORIDA 32826-3276

SFAE-STRI-PEO

30 July 2018

MEMORANDUM FOR Mr. Craig Spisak, Director, U.S. Army Acquisition Support Center, 9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, Virginia 22060-5567

SUBJECT: 2018 Project Manager Professional of the Year Award (O-6 Level)

1. It is with great pleasure that I endorse Colonel Richard T. Haggerty as the Program Executive Office Simulation, Training and Instrumentation (PEO STRI) nominee for the 2018 Project Manager Professional of the Year Award (O-6 Level). COL Haggerty exemplifies the leadership, innovation and agility required throughout the DoD Acquisition System, and his meritorious achievements are top among O-6 Level Project Managers across the Army. He is Level III Certified in his DAWIA acquisition career field and has exceeded his Continuous Learning Points (CLPs) requirement for FY18.
2. Rich Haggerty was singled out as the leader to take on the new start Acquisition Category I Special Interest Persistent Cyber Training Environment (PCTE) program to deliver critical training capability to DOD's Cyber Forces. Without a defined requirement document or personnel to execute the program, and the first funding received in July 2017, he spearheaded the strategy that delivered the first prototype training platform 12 months later (July 2018). This herculean effort directly impacted Cyber Mission Force readiness across all services and will greatly increase Soldier Readiness through Cyber as a combat multiplier. His passion and commitment to find a better way to deliver capability extends to long-term acquisition strategies; specifically, broadly scoped and flexible Indefinite Delivery/Indefinite Quantity contracts that cover all aspects of the Special Operations Forces (SOF) training enterprise (Air, Ground, Fires, and General Support).
3. Rich demonstrated significant initiative, resourcefulness, leadership, and asymmetric agility while leading PM ITTS in the execution of over 100 projects in excess of \$500M. His visionary leadership resulted in the successful execution of critical and high visibility projects directly impacting Soldier Readiness now and in the future. He regularly accepts challenges that would make others shudder. COL Haggerty epitomizes every aspect of this prestigious award, and I highly recommend him for this honor.
4. My point of contact for this action is Ms. Jacqueline Hauck, 407-208-3103, jacqueline.hauck.civ@mail.mil.

2 Enclosures

1. Award Criteria and Citation
2. Award Nominee's Official Photo

A handwritten signature in black ink, appearing to read "Michael E. Sloane".

MICHAEL E. SLOANE
Brigadier General, USA
Program Executive Officer

Nomination for the 2018 AAE's Excellence in Leadership Award for the Project Manager/Project Director Office Professional of the Year Award (O-6 Level)

- **Name:** Richard T. Haggerty
- **Position, Title and Grade:** Project Manager Instrumentation, Targets, Threat Simulators and Special Operations Forces Training Systems (PM ITTS), O-6 Colonel
- **Organization and Location:** Program Executive Office Simulation, Training and Instrumentation, Orlando, FL
- **Period Covered by the Award:** August 1, 2017 – July 31, 2018

Narrative:

Selection Criteria #1: Specific Achievements

COL Richard Haggerty leads the highest performing Project Office at the Program Executive Office for Simulation, Training and Instrumentation (PEO STRI), and one of the most dynamic basket portfolios in the Army. As the Project Manager for Instrumentation, Targets, Threat Simulators and Special Operations Forces Training Systems (PM ITTS), COL Haggerty leads more than 100 projects delivering capability to the joint test, training, cyber and special operations communities.

Rich Haggerty was singled out as the leader to take on the new start Acquisition Category I Special Interest Persistent Cyber Training Environment (PCTE) program to deliver critical training capability to DoD's cyber forces. Without a defined requirement document or personnel to execute the program, and the first funding received in July 2017, he spearheaded the strategy that delivered the first prototype training platform 12 months later (July 2018). This herculean effort directly impacted Cyber Mission Force readiness across all services and will greatly increase Soldier readiness through Cyber as a combat multiplier.

PCTE is not the only successful example of COL Haggerty's asymmetric and streamlined approach to acquisition. Rich came up with a strategy to meet a critical training gap and directed requirement for opposing forces Integrated Air Defense System (IADS) capability at the Combat Training Centers (CTC). Although CTC training is not in his portfolio, he believed he could leverage and repurpose existing systems used in his testing portfolio to provide sophisticated and near-peer threat IADS training capability to the CTCs. In 12 months that capability was delivered and supported 13 Army training rotations, directly improving Army Aviation's ability to operate in a contested environment. COL Haggerty expanded on that strategy to modify existing Outlaw test drones used for Air Defense Artillery certification livefire with a camera and transponder to provide the CTC Opposing Forces a "Poor Man's ISR" that has supported 12 rotations over the last 12 months. The cost savings and immediate impact to Army training and readiness this strategy afforded is staggering.

Selection Criteria #2: Value of Nominee's Contribution

In COL Haggerty's own words, he "doesn't manage programs, he delivers capability". During this period he was the first PEO STRI Project Manager to utilize Other Transactional Authority (OTA) as a means to deliver prototyped cyber training capability immediately. Although not an inclusive or utopian contracting tool, he additionally found use for the authority and awarded the first two local PEO STRI OTA actions supporting his Army testing portfolio. Rich always finds streamlined ways to deliver quality capability to the warfighter faster.

OTA is just one weapon COL Haggerty uses to streamline acquisition and business processes. His passion and commitment to find a better way to deliver capability extends to long term acquisition strategies; specifically, broadly scoped and flexible Indefinite Delivery/Indefinite Quantity contracts that cover all aspects of the Special Operations Forces (SOF) training enterprise (Air, Ground, Fires, and General Support). Over the last 12 months this quartet of contracts was able to immediately respond to critical (and quick-turn) emerging requirements and award over 100 contracting actions that directly supported multiple U.S. Special Operations Command (USSOCOM) lines of effort. Without these vehicles, SOF readiness would have suffered.

COL Haggerty has applied the same streamlined acumen in support of the Synthetic Training Environment Cross Functional Team (STE CFT). It's not a surprise that the PM ITT portfolio also touches this effort, and Rich has been an integral member of the team providing ideas and recommendations to support the Squad Advanced Marksmanship Training effort, which will award in 4QFY18, as well as the Squad and Soldier Virtual Trainer long term effort. His hard work will enable the CFT to define the holistic training requirements for all Army Soldiers for the next several decades.

Across a diverse portfolio, COL Haggerty has been able to infuse innovation and creativity into countless acquisition efforts to inform requirements, streamline projects, and deliver relevant capability supporting Army readiness.

Selection Criteria #3: Demonstration of Leadership

Leading an organization of 300 professionals across multiple states, managing more than 100 complex projects, is a challenging endeavor that few individuals could handle. Rich does it brilliantly with a command climate stressing decentralization, empowerment, and asymmetric solutions. This focus has lent itself to several initiatives like the "Prussian Staff" (training and developing a small professional Napoleonic-like staff) and the "Innov8tors" (voluntary group of individuals continually asking Why Not).

COL Rich Haggerty isn't just attempting to improve his PM; he has been supporting various initiatives, case studies, guest lecture engagements, and publishing professional articles promoting asymmetric acquisition and leadership for years. In the last 12 months he has recorded a Best Practices TED Talk for the Defense Acquisition University (DAU), consulted with DAU on the creation of an Agile or iterative development methodology curriculum as directed in National Defense Authorization Act Section 873, and won the Major General Harold J. "Harry" Green Award in the Lessons Learned category for his article on "Driving Out 'The Stupid' Leveraging IT Lessons Learned from DoD and Industry."

Selection Criteria #4: Project Manager Specific Criteria

Efficient, effective and asymmetric describe the key tenets COL Rich Haggerty applies to his portfolio on a daily basis. His uncanny ability to take on the toughest programs and find a path through countless obstacles to deliver quality capability rapidly has directly impacted Army readiness.

For the ACAT I Special Interest PCTE program, COL Haggerty defeated a relentless bureaucracy to write, staff and get approval of an Acquisition Strategy in six months, then follow that victory by delivering the first prototype capability within 12 months of receipt of funding. He executed this using an innovative Agile Software strategy, and focusing his talents on pushing through countless barriers.

Rich transferred SOF requirements from another contract to one of his own and delivered better capability to the U.S. Army Special Operations Command at a cost savings of \$1.6M per year. He's since been asked to consult on other areas where more creative contracting and business practices can be implemented to supported SOF readiness.

The groundbreaking achievements of his PM can be attributed to his leadership style, asymmetric approach to nearly every challenge, and the organizational culture of the Project Office.

Citation:

COL Richard T. Haggerty is recognized for excellence in Project Management as the Project Manager Professional of the Year for exemplary performance as the Project Manager for Instrumentation, Targets, Threat Simulators and Special Operation Forces Training Systems (PM ITTS) from August 1, 2017 to July 31, 2018. COL Haggerty demonstrated significant initiative, resourcefulness, leadership, and asymmetric agility while leading PM ITTS in the execution of over 100 projects in excess of \$500M. His visionary leadership resulted in the successful execution of critical and high visibility projects directly impacting Soldier Readiness now and in the future. COL Haggerty regularly accepts challenges that would make others shudder. COL Haggerty not only focused on project execution, but also built an organizational culture of teamwork and family within PM ITTS. The distinctive accomplishments of COL Haggerty reflect great credit upon himself and the Department of the Army.