Mr. Wayland D. Smith

Inducted September 30, 2010

Senior Operations Research Systems Analyst
MASSTER, TCATA, TEXCOM, and OTC
Fort Hood, Texas, 1971-1990

Director
Methodology and Analysis Directorate (MAD)
U.S. Army Operational Test Command
Fort Hood, Texas, 1990-2010

Wayland D. Smith, Director of the Methodology and Analysis Directorate (1990-2010), spent 38 of his 43 years in civil service improving the ways operational tests are recorded and analyzed. He believed that the best way to get high quality, reliable assessments for operational tests was to perfect the policies, procedures, and training behind the tests. Smith's contributions to the framework of operational testing have earned him the trust, confidence, and respect of subordinates, peers, and supervisors.

In January 1966, Smith began his civil service career as an engineering intern for the Army Materiel Command at the Red River Army Depot in Texarkana, Texas. In 1968, he accepted a general engineering position at the Army Aviation Systems Command in St. Louis, Missouri. As a general engineer, Smith received his first taste of Army testing while conducting a reliability assessment of the proposed Huey Tug. Smith entered Project MASSTER as a general engineer/industrial liaison officer in 1971, remaining with the command throughout its many name changes: Project MASSTER, TCATA, TEXCOM, and most recently OTC.

Smith held several different positions over the next 20 years. In 1975, he worked as an Operations Research Systems Analyst (ORSA) for the Quality Control and Analysis

Division. After working as the data manager on the XM1 Tank Operational Test III, 1979-1981, he joined the new Methodology and Analysis Directorate (MAD). During his early years at MAD, Smith developed the first Test Officer Planning Manual (TOPM), TRADOC Pam 71-15, which served as the basis for many future test manuals. He also worked as a staff analyst of Real-Time Casualty Assessment (RTCA) instrumentation development for operational tests. After several years as the Senior ORSA, Smith became the Director of MAD in 1990.

As Director of MAD from 1990 to 2010, Smith used his institutional knowledge to improve operational testing (OT) policies and procedures and better educate the OT workforce. He focused his directorate's efforts on training command personnel and maintaining quality standards for test documentation. Some of the training projects he influenced, led, and worked on are the Test Officer Orientation Course (TOOC), the Test and Evaluation Basic Course (TEBC), and the Test Officer's Certification Program (TOCP). These courses train test officers and analysts on how to meet the highest standards for analysis and technical correctness during operational tests.

At the same time Smith was developing new OT training, he also stayed involved in RTCA instrumentation development. Smith led the technical evaluation of the Mobile Automated Field Instrumentation System (MAFIS) and the Mobile Automated Instrumentation Suite (MAIS). With Smith's leadership and methodology expertise, the Command transitioned to MAIS in time for the system to support the M2A3 Bradley Fighting Vehicle Initial Operational Test (IOT) in 1999. MAIS has since evolved into the Operational Test-Tactical Engagement System (OT-TES).

From the beginning of his tenure as director, Smith was the person others sought out for guidance on the procedures behind the planning and execution of operational tests. He implemented changes in the way OTC documents operational test plans and reports, and he always ensured the highest quality content and analysis. Smith's testing tutorials have become standard references for the command's test officers and analysts to see what right looks like. His expertise and experience were recognized at the highest level when he was selected to perform the duties of the Command's Technical Director during several periods of transition.

Born in Sweetwater, Texas, on September 27, 1940, Smith graduated with a bachelor’s degree in electrical engineering from Texas Tech University in 1966 and a master’s degree in industrial engineering from Texas A&M University in 1968. He attended many civilian

schools during his career and received a number of civilian service awards.

Smith was involved in test and evaluation since its early years as Project MASSTER, and for 38 years he worked to provide the best testing systems for the Soldier. On January 3, 2010, Smith retired, but his contributions to training, test documentation, and reliable assessments will have a lasting impact on the field of operational testing.