

Relevant Guidance for Space Workforce Development  
1999 to present

Guidance	Date	OPR	Guideline/Goal/Policy
<p><b>(1) DoDD 3100.gg - DoD Management of Space Professional Development (DRAFT)</b></p>	<p>Draft</p>	<p>USD (Policy)</p>	<ul style="list-style-type: none"> <li>* A trained, educated, and experienced cadre of space professionals expert in space planning, programming, acquisition, operations, requirements, science/technology, research/development, and other space-related support disciplines will be available to develop, acquire, and utilize space capabilities for the full spectrum of national security operations.</li> <li>* A results-oriented management approach for developing a cadre of space professionals will be utilized to:               <ul style="list-style-type: none"> <li>~ Clearly designate responsibility and thus accountability within DoD for space professional development.</li> <li>~ Develop DoD-wide performance standards and an evaluation plan to assess progress.</li> <li>~ Develop and mandate DoD certification levels for all space professionals.</li> </ul> </li> <li>* Military Services and agencies (as necessary) will develop space professionals to fulfill their unique mission needs.               <ul style="list-style-type: none"> <li>~ Integrate/incorporate DoD Space Professional Development performance standards into each Service and agency's unique mission requirements.</li> </ul> </li> <li>* The space cadre activities of the space community are synchronized to increase efficiency and reduce unnecessary redundancies.</li> <li>* Efforts will continue to improve the integration of space capabilities into joint warfighting and intelligence operations.               <ul style="list-style-type: none"> <li>~ Increase the levels of space education and training in appropriate Service and Joint professional military education courses.</li> <li>~ Ensure the right number of space professionals are assigned to joint and intelligence-related duties to accomplish the mission.</li> </ul> </li> <li>* The most qualified and available space professionals are assigned to critical positions.               <ul style="list-style-type: none"> <li>~ Increase the number of skilled, educated, and experienced space professionals available to support the increasing amount of NSS planning, programming, and acquisition activities.</li> <li>~ Identify critical positions and document what mix of skills, education, experience, and leadership traits are necessary for success in those positions.</li> </ul> </li> </ul>
<p><b>(2) Reply to Follow-up on GAO-05-833 Defense Space Activities</b> <i>Management Guidance and Performance Measures Needed to Develop Personnel</i></p>	<p>08-Jun-07</p>	<p>DoD EA NSSO</p>	<ul style="list-style-type: none"> <li>* Reply and updated status</li> </ul>
<p><b>(3) Follow-up on GAO-05-833 Defense Space Activities</b> <i>Management Guidance and Performance Measures Needed to Develop Personnel</i></p>	<p>16-Apr-07</p>	<p>DoD IG</p>	<ul style="list-style-type: none"> <li>* Discuss the status of the implementation efforts of DoDI 3100.gg, <i>DoD Management of Space Professional Development</i> and the status of the coordination efforts of the performance measures.</li> </ul>

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<p><b>(4) Educating and Training Department of Defense Space Professionals</b> <i>A Report to the Committees on Armed Services of the Senate and House of Representatives</i></p>	Oct-06	DoD EA NSSO	<ul style="list-style-type: none"> <li>* Report directed by Conference Committee Report 108-767, accompanying the <i>Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005</i> (Public Law 108-375).</li> <li>* Assesses the ability of academia, industry and government to educate and train a community of space professionals and recommends corrective actions to address any identified shortfalls.</li> <li>* Compares requirements as defined by the Services against the capacity of academic institutions to meet these requirements.</li> </ul>
<p><b>(5) GAO 06-908</b> <b>Defense Space Activities</b> <i>Management Actions are Needed to Better Identify, Track, and Train Air Force Space Personnel</i></p>	Sep-06	GAO	<ul style="list-style-type: none"> <li>* <b>DoD take actions to better manage its limited pool of space acquisition personnel</b></li> </ul>
<p><b>(6) National Security Presidential Directive - U.S. National Space Policy</b></p>	31-Aug-06	Presidential Decision Directive	<ul style="list-style-type: none"> <li>* <b>Develop Space Professionals</b></li> </ul>
<p><b>(7) Reply to Follow-up on GAO-05-833</b> <b>Defense Space Activities</b> <i>Management Guidance and Performance Measures Needed to Develop Personnel</i></p>	31-Aug-06	USecAF NSSO	<ul style="list-style-type: none"> <li>* Reply and updated status</li> </ul>
<p><b>(8) The Space Industrial Base Workforce - A Preliminary Report to the Under Secretary of Defense for Acquisition, Technology, and Logistics</b></p>	Aug-06	DoD EA NSSO	<ul style="list-style-type: none"> <li>* <b>Develop the Space Cadre</b> Define, Identify, and Lead a National Security Space Cadre</li> </ul>
<p><b>(9) Follow-up on GAO-05-833</b> <b>Defense Space Activities</b> <i>Management Guidance and Performance Measures Needed to Develop Personnel</i></p>	24-Jul-06	DoD IG	<ul style="list-style-type: none"> <li>* Provide status report on the actions in terms of implementing Recommendations 1 and 2.</li> </ul>
<p><b>(10) Program Decision Memorandum (PDM-1)</b> <i>Space Industrial Base Study, Part 1</i></p>	14-Dec-05		<ul style="list-style-type: none"> <li>* <b>Directed USD (AT&amp;L) to continue the QDR Study Review of the state of the NSS Industrial Base</b></li> <li>* Investigate the state of U.S. space industrial base and government oversight capabilities.</li> <li>* Work with industry to identify incentives, training, and actions needed to attract and sustain engineering and scientific personnel.</li> <li>* Work with government leaders to increase the number of experienced/qualified military, government civilian, FFRDC, and support contractor staff for government oversight.</li> </ul>
<p><b>(11) GAO-05-833 Report</b> <b>Defense Space Activities</b> <i>Management Guidance and Performance Measures Needed to Develop Personnel</i></p>	Sep-05	GAO	<ul style="list-style-type: none"> <li>* Recommendations to institutionalize DoD space cadre authorities, responsibilities, and structure to help DoD measure and evaluate its space cadre actions.</li> </ul>

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<p><b>(12) Space Human Capital Resources Strategy Implementation Plan</b></p>	<p>Dec-04</p>	<p>DoD EA NSSO</p>	<ul style="list-style-type: none"> <li>* Ensure the Services, combatant commands and agencies (as necessary) develop space professionals to fulfill their unique mission needs.</li> <li>* Synchronize the space cadre activities of the space community to increase efficiency and reduce unnecessary redundancies.</li> <li>* Improve the integration of space capabilities into joint warfighting and intelligence operations;</li> <li>~ Increase the level of space training and education in appropriate Service PME and Joint PME institutions;</li> <li>~ Ensure sufficient numbers of space professionals are assigned to joint and intelligence community duties.</li> <li>* Consistently assign competent space professionals to critical positions.</li>   <li>~ Increase the number of skilled, educated, and experienced space professionals available to support the increasing amount of NSS planning, programming, and acquisition activities.</li> <li>~ Identify space critical positions (SCP) and understand what competencies and leadership traits are necessary for success in those positions.</li> </ul>
<p><b>(13) Title V of Conference Report 108-767, Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005</b></p>	<p>08-Oct-04</p>	<p>Congress</p>	<ul style="list-style-type: none"> <li>* Directs Secretary of Defense to provide interim and final reports that:</li> <li>~ Assess the ability of academia, industry, and government to educate and train a community of space professionals.</li> <li>~ Recommend corrective actions to address any shortfalls identified in these education and training activities.</li> <li>~ Address the definition and development of key competencies and skill levels in the areas of systems engineering, program management, financial management, operations and tactics, and other areas relevant to military space systems.</li> </ul>
<p><b>(14) GAO-04-697 Report Defense Space Activities Additional Actions Needed to Implement Human Capital Strategy and Develop Space Personnel</b></p>	<p>Aug-04</p>	<p>GAO</p>	<ul style="list-style-type: none"> <li>* DoD develop a plan to implement key actions identified in the defensewide space human capital strategy</li> </ul>

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<b>(15) Space Human Capital Resources Strategy</b>	Feb-04	DoD EA NSSO	<p><b>To establish the way ahead to synchronize the space cadre activities of DoD and to integrate the space personnel career fields developed by the military departments and the intelligence community to the maximum extent practicable.</b></p> <ul style="list-style-type: none"> <li>* Ensure the Services and agencies (as necessary) develop space professionals to fulfill their unique mission needs.</li> <li>* Synchronize the space cadre activities of the space community to increase efficiency and reduce unnecessary redundancies.</li> <li>* Continue to improve the integration of space capabilities into joint warfighting and intelligence operations;</li> <li>~ Increase the level of space training in appropriate Service and Joint professional military education courses;</li> <li>~ Ensure sufficient space professionals are assigned to joint and intelligence-related duties.</li> <li>* Consistently assign the best available space professional to critical positions.</li> <li>* Increase the number of skilled, educated, and experienced space professionals available to support the increasing amount of NSS planning, programming, and acquisition activities.</li> <li>* Identify critical positions and understand what mix of skills, education, experience, and leadership traits are necessary for success in those positions.</li> <li>* Create a Senior Officer Forum to discuss policy, validate requirements, approve space professional development plans, and guide the synchronization and integration of the department's space cadre efforts (Space Professional Oversight Board [SPOB]).</li> </ul>
<b>(16) National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136) Section 547 - Space Personnel Career Fields</b>	Jan-04	Congress	<ul style="list-style-type: none"> <li>* <b>Secretary of Defense shall develop a strategy for the Department of Defense that will:</b></li> <li>~ Promote the development of space personnel career fields within each of the military departments</li> <li>~ Ensure that the space personnel career fields developed by; the military departments are integrated with each other to the maximum extent practicable.</li> </ul>
<b>(17) DoDD 5101.2 DoD Executive Agent for Space</b>	3-Jun-03	SECDEF	<ul style="list-style-type: none"> <li>* Requires the Services to develop and maintain a sufficient cadre of space-qualified personnel.</li> <li>* Support the DoD EA with space cadre personnel to represent their Component in DoD-wide planning, programming, and acquisition activities.</li> <li>* Each Service will notify the DoD EA on any key indicators reflecting the status of or changes to their cadre of space professionals.</li> </ul>

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<p><b>(18) National Security Space Management and Organization Memo</b></p>	<p>18-Oct-01</p>	<p>SECDEF</p>	<ul style="list-style-type: none"> <li>* Develop and maintain a cadre of space-qualified professionals comprised of military and civilian personnel in sufficient quantities to represent their Military Department's and DoD agency's interests in space requirements, acquisition, and operations.</li> <li>* Assure space education is offered at all levels to ensure the cadre of space professionals has a direct understanding of space activities and how space capabilities and applications are integrated into military operations.</li> <li>* Prepare a space career management plan that addresses space career management, accession, education and training requirements, and investments needed for advanced technical degrees. It will also address career path advancement; methods for developing a space career field that combines research, development, acquisition, and operations; and a personnel management policy that will result in a cadre of space professionals with greater depth and breadth of experience in the space career field.</li> <li>* Maintain a sufficient cadre of space-qualified professionals within each military department to develop, plan, program, and acquire space systems.</li> </ul>
<p><b>(19) Report of the Commission to Assess United States National Security Space Management and Organization</b> <a href="http://www.fas.org/spp/military/commission/report.htm">www.fas.org/spp/military/commission/report.htm</a></p>	<p>11-Jan-01</p>	<p>Space Commission</p>	<ul style="list-style-type: none"> <li>* Create and sustain within the government a trained cadre of military and civilian space professionals</li> </ul>
<p><b>(20) DoDD 3100.10 DoD Space Policy</b></p>	<p>9-Jul-99</p>	<p>SECDEF</p>	<ul style="list-style-type: none"> <li>* Promote a trained, space-literate national security workforce able to utilize fully space capabilities for the full spectrum of national security operations.</li> <li>* Information about space force structure, missions, capabilities, and applications shall be incorporated into Professional Military Education as well as Joint and Service training and exercises to provide appropriately educated and trained personnel to all levels of joint and component military staffs and forces.</li> </ul>
<p><b>(21) Title 10 U.S.C. sec. 8084</b> Chapter 807</p>		<p>Congress</p>	<ul style="list-style-type: none"> <li>* The Secretary of the Air Force shall establish and implement policies and procedures to develop a career field for officers in the Air Force with technical competence in space-related matters to have the capability to:               <ul style="list-style-type: none"> <li>~ develop space doctrine and concepts of space operations; develop space systems; and operate space systems.</li> </ul> </li> </ul>