Staff Summary Sheet

	To	Action	Signature (Surname), Grade, Date		To	Action	Signature (Surname), Grade, Date
1	USD (P&R)	COORD	Mr. Carr, Director, Military Personnel Policy	9	USMC	COORD	Brig Gen Benes, Director, Strategy and Plans Div, HQ USMC/PP&O
2	USD (P)	COORD	Col Trottier, Director, Space Policy	10	AFSPC/CC	COORD	Comments Incorporated. Official coordination pending signature
3	Joint Staff	COORD	Gen Pace, VCJCS	11	SAF/US	COORD	Mr. Dickman, Deputy for Military Space
4	USSTRATCOM	COORD	Maj Gen Shelton, Director, Policy, Resources and Requirements	12	SAF/LL	COORD	CUSTER 14 DEC
5	NRO	COORD	Mr. Fitzgerald, Deputy Director	13	SAF/US	SIGN	VBT 12/15/04
6	USAF/XO	COORD	Lt Gen Keys	14	VCSAF	INFO	
7	DA	COORD	LTG Dodgen, Commander, USASMDC	15	CSAF	INFO	
8	USN	COORD	VADM McArthur, Commander, NAVNETWARCOM	16	SECAF	INFO	

Grade and Surname of Action Officer	Symbol	Phone	Suspense Date
Lt Col TJ Lea	NSSO/SC	(703) 614-3995 x1207	15 December 2004

Subject	SSS Date
Space Human Capital Resources Strategy (SHCRS) Implementation Plan	15 November 2004

Summary

1. Purpose. To obtain USecAF signature on letters at Tab 1 transmitting SHCRS Implementation Plan (Tab 2) to Congress per their request (Tab 3).

2. Background. The FY2005 National Defense Authorization Act committee reports levied a requirement for the Secretary of Defense to report to the Committees on Armed Services of the Senate and House of Representatives NLT 15 November 2004 a detailed plan to implement the Space Human Capital Resources Strategy for space personnel. The deadline was extended to 15 December to allow for maximum community input.

3. Recommendation. USecAF sign the letters at Tab #1.

V/R

C. ROBERT KEHLER, Maj Gen, USAF
Director, National Security Space Office
Office of the Under Secretary of the Air Force
(703) 614-3995 x1205

Tabs

1. Letters to Congressional Defense Committees
2. Space Human Capital Resources Strategy Implementation Plan
3. Senate Report 108-260, National Defense Authorization Act for Fiscal Year 2005

UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

DEC 15 2004

The Honorable John W. Warner
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

Thank you for the opportunity to address the development of the Department of Defense's space professionals. In accordance with Conference Report 108-767, Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005, and section 547 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-87), the Department of Defense is providing a detailed plan to implement the human capital resources strategy for space personnel. This plan includes specific goals and metrics, a schedule for achieving the goals, a path toward achieving a common definition, and training and certification standards for the space cadre of the military services.

A similar letter has been sent to the Ranking Minority Member of your Committee and to the Chairman and Ranking Minority Member of the House Armed Services Committee.

Sincerely,

Peter B. Teets

Attachment:
Space HCRS Implementation Plan

UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

DEC 15 2004

The Honorable Carl Levin
Ranking Minority Member, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Senator Levin:

Thank you for the opportunity to address the development of the Department of Defense's space professionals. In accordance with Conference Report 108-767, Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005, and section 547 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-87), the Department of Defense is providing a detailed plan to implement the Human Capital Resources Strategy (HCRS) for Space Personnel. This plan includes specific goals and metrics, a schedule for achieving the goals, a path toward achieving a common definition, and training and certification standards for the space cadre of the military services.

A similar letter has been sent to the Chairman of your Committee and to the Chairman and Ranking Minority Member of the House Armed Services Committee.

Sincerely,

Peter B. Teets

Attachment:
Space HCRS Implementation Plan

UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

DEC 15 2004

The Honorable Duncan Hunter
Chairman, Committee on Armed Services
U.S. House of Representatives
Washington, DC 20515-6035

Dear Mr. Chairman:

Thank you for the opportunity to address the development of the Department of Defense's space professionals. In accordance with Conference Report 108-767, Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005, and section 547 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-87), the Department of Defense is providing a detailed plan to implement the human capital resources strategy for space personnel. This plan includes specific goals and metrics, a schedule for achieving the goals, a path toward achieving a common definition, and training and certification standards for the space cadre of the military services.

A similar letter has been sent to the Ranking Minority Member of your Committee and to the Chairman and Ranking Minority Member of the Senate Armed Services Committee.

Sincerely,

Peter B. Teets

Attachment:
Space HCRS Implementation Plan

UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

DEC 15 2004

The Honorable Ike Skelton
Ranking Minority Member, Committee on Armed Services
U.S. House of Representatives
Washington, DC 20515-6035

Dear Mr. Skelton:

Thank you for the opportunity to address the development of the Department of Defense's space professionals. In accordance with Conference Report 108-767, Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005, and section 547 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-87), the Department of Defense is providing a detailed plan to implement the human capital resources strategy for space personnel. This plan includes specific goals and metrics, a schedule for achieving the goals, a path toward achieving a common definition, and training and certification standards for the space cadre of the military services.

A similar letter has been sent to the Chairman of your Committee and to the Chairman and Ranking Minority Member of the Senate Armed Services Committee.

Sincerely,

Peter B. Teets

Attachment:
Space HCRS Implementation Plan

Department of Defense
Executive Agent for Space

National Security Space Office
1670 Air Force Pentagon
Washington DC 20330-1670

Phone: 703-614-3995 x1207
Fax: 703-614-1050

Space Human Capital Resources Strategy Implementation Plan

A report to the
Committees on Armed Services of the Senate
and the House of Representatives

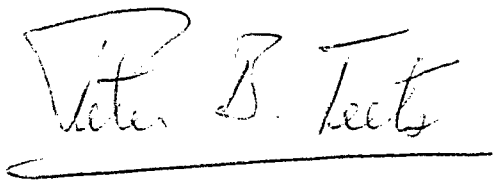
DECEMBER 2004

Department of Defense
Executive Agent for Space

1670 Air Force Pentagon
Washington, DC 20330-1670

15 December 2004

The Implementation Plan for the Space Human Capital Resources Strategy is approved.



In accordance with Title V of Conference Report 108-767, Ronald W. Reagan National Defense Authorization Act For Fiscal Year 2005 [TO ACCOMPANY H.R. 4200], October 8, 2004

Introduction

This is the implementation plan for the Department of Defense (DoD) Executive Agent for Space's Space Human Capital Resources Strategy (February 2004). Its purpose is to establish a detailed and comprehensive way ahead for the synchronization and integration of DoD space professional development activities. The term "Space Professionals" refers to all members of the total force: officer, enlisted, civilian, active duty, guard, and reserve.

Endstate, Goals and Objectives

Endstate

Establish a cadre of space professionals with the depth and breadth of training, education, experience and vision required to advance the use of space power and transform military and intelligence operations.

Goals

This implementation plan supports the following space professional management goals, outlined in the DoD Space Human Capital Resources Strategy (SHCRS).

- Ensure the Services, combatant commands and agencies (as necessary) develop space professionals to fulfill their unique mission needs.
- Synchronize the space cadre activities of the space community to increase efficiency and reduce unnecessary redundancies.
- Improve the integration of space capabilities into joint warfighting and intelligence operations.
  - Increase the levels of space training and education in appropriate Service professional military education (PME) and Joint PME institutions.
  - Ensure sufficient numbers of space professionals are assigned to joint and intelligence community duties.
- Consistently assign competent space professionals to critical positions.
  - Increase the number of skilled, educated and experienced space professionals available to support the increasing amount of National Security Space (NSS) planning, programming, and acquisition activities.
  - Identify space critical positions (SCP) and understand what competencies and leadership traits are necessary for success in those positions.

Linking Tasks to Goals

The above goals translate into specific tasks required to be performed. The first goal, "Ensure the Services and agencies (as necessary) develop space professionals to fulfill their unique mission needs," will be accomplished by oversight. To perform this oversight there needs to be an assessment capability as well as a method to provide feedback to the Services. These are provided for in the "Management Task List," below. The DoD Instruction called for provides the mechanism to routinely assess and provide feedback to ensure the Services remain compliant with the strategy. Simultaneously with the development of the DoD Instruction, there are tasks that will accomplish the assessment and oversight function in the near term.

The second goal, "Synchronize the space cadre activities of the space community to increase efficiency and reduce unnecessary redundancies," is accomplished via the Management task through plan synchronization, which requires completion of the Navy's Space Strategy and the Army's Space Cadre FORMAL prior to execution. The Army has recently established a Space Cadre Office under the supervision of their specified proponent for space (Space and Missile Defense Command) to act as a focal point for the future development of the Army Space Cadre.

The actionable part of the third goal, "Increase the level of space training and education in appropriate Service and joint PME institutions," is accomplished by executing the six subtasks relating to improving PME via the Military Education Coordination Council (MECC). These tasks reflect the official processes of the Joint Staff to influence PME.

Space Critical Positions are those military and civilian positions within the Department of Defense but outside of the military Services (joint, agency, multi-service etc.) which require certifiable qualifications to hold the job. The last of the four goals is accomplished via the Space Critical Positions task list. The inventory of space critical positions will tell us the sufficiency level of space professional support required to be assigned to joint and intelligence related duties as well as the specific requirements to hold those positions. Certification of space critical positions will ensure that only fully-qualified individuals are assigned to these key billets and will further provide a means to ensure consistency in the training, education and experience of personnel assigned to those positions.

The three task lists below provide the framework to manage the enterprise, the tools to educate and train the total force, and a methodology to assign the right person at the right time to the right job within the National Security Space community, thus completing the implementation phase of the Space Human Capital Resources Strategy.

The individual tasks have been prioritized and synchronized and follow a logical progression in time.

Implementation Plan

What follows are the detailed tasks required to implement the Space Human Capital Resources Strategy. They have been grouped into three broad areas:

- Management
- Education and Training
- Space Critical Positions

Even before approval of the Space Human Capital Resources Strategy in February 2004, and prior to publication of this Plan, many implementation steps had been initiated and/or completed. Additionally, this is not a comprehensive task list detailing all the efforts concerning space professional development. Individual Service and agency implementation actions are not presented, nor are those space professional development activities that are beyond the scope of the space human capital resources strategy. Tasks designated with an "R" in column 4 are recurring tasks that will require periodic execution, and will be incorporated into an annual battle-rhythm. Tasks are broken out by the broad areas listed above, and then presented again altogether in chronological order in Appendix 3.

Organizations mentioned below, for example the Human Capital Resources Working Group (HCRWG), are described in Appendix 2.

Functional Area Task List

Management

Management Tasks	OPR	ECD	R
Services brief SPOB on development efforts and activities	**Services**	**Nov 04**	**R**
Define/Develop an evaluation plan for space professional development	**HCRWG**	**Feb 05**	**R**
Synchronize service plans concerning space professional development	**HCRWG**	**May 05**	
Assess resources required to develop space professionals	**HCRWG, Services**	**May 05**	**R**
Report on state of the cadres	**NSSO**	**May 05**	**R**
Formalize managerial processes, roles and responsibilities	**HCRWG**	**Nov 05**	
Identify Space Cadre Stakeholder organizations	HCRWG	Jan 05	
Identify Roles and Responsibilities of Space Cadre organizations	HCRWG	Feb 05	
Identify space cadre processes	HCRWG	Feb 05	
Draft DoD level Instruction on Space Cadre management	HCRWG	Mar 05	
Formally coordinate and gain approval for instruction	NSSO	Nov 05	

OPR – Office of Primary Responsibility; ECD – Estimated Completion Date; R — Recurring task; HCRWG – Human Capital Resources Working Group; NSSO – National Security Space Office; SPOB – Space Professional Oversight Board

Management Metrics

- By November 05, complete a DoD Instruction on the management of the Space Professional Development program.
- By February 05, create an evaluation plan to assess the status of the Space Cadre
- By May 05, complete an evaluation of the resources required to develop space professionals

- Deliver to the Secretary of Defense and the Director of Central Intelligence NLT 31 May 05 a report on the state of the cadres.

Education and Training

Education and Training Tasks	OPR	ECD	R
Hold education and training summit	**NSSO, AFSPC**	**TBD**	**R**
Evaluate current space-related PME and recommend adjustments as necessary	**JS-J7, Services**	**Feb 05**	**R**
Attend MECC Working Group	NSSO	Nov 04	
Determine if space should become a "special area of emphasis"	MECC Working Group	Jan 05	
Create and execute a PME and Joint PME (JPME) engagement plan	HCRWG	Feb 05	
Increase space-related PME and JPME where appropriate	PME Institutions	May 05	
Assess sufficiency of space-related PME and JPME	HCRWG	Aug 05	R
Determine space professionals' requirements for advanced technical and non technical degrees	**Services, NRO**	**May 05**	
Create a space education and training curriculum	**HCRWG**	**May 05**	
Determine which education and training programs are applicable for community-wide use	**HCRWG**	**Feb 05**	
Identify existing curricula, courseware, and classes	**HCRWG**	**Dec 04**	
Identify education overlaps and gaps	**HCRWG, JSAG**	**May 05**	**R**

OPR - Office of Primary Responsibility; ECD – Estimated completion date; R – Recurring task; NSSO – National Security Space Office; AFSPC – Air Force Space Command; JS-J7 – Joint Staff Operational Plans and Interoperability; MECC – Military Education Coordination Council; HCRWG – Human Capital Resources Working Group; PME – Professional Military Education; NRO – National Reconnaissance Office; JSAG – Joint Space Academic Group

Education and Training Metrics

- By May 05, the HCRWG will report to the SPOB on the status of space education and training and will provide recommendations to SPOB on actions needed to:
  - Correct overlaps and gaps in education and training
  - Further improve space-related PME
  - Create educational opportunities to fulfill requirements

Space Critical Positions

Space Critical Positions refer to military and civilian positions within the Department of Defense but outside of the military Services (joint, agency, multi-Service etc.), which require certifiable qualifications to hold the job.

Space Critical Positions (SCP) Tasks	OPR	ECD	R
Create baseline "strawman" for SCP	HCRWG	Nov 04	
Identify where space personnel are at the "DoD-wide" level	Services, NRO, CoComs, JS-J1	Nov 04	
Identify where space personnel should be at the "DoD-wide" level	Services, NRO, CoComs, JS-J1	Feb 05	
Identify space critical positions	HCRWG	Mar 05	
Identify education, training, experience, and skills for positions	HCRWG	Apr 05	
Validate space critical positions via SPOB	NSSO	May 05	R
Create certification criteria	HCRWG	Jun 05	
Validate certification criteria via SPOB	NSSO	Aug 05	
Create a multi-service methodology/process to match certified personnel to SCP (include a waiver policy)	HCRWG	Aug 05	
Validate methodology /process via Services, joint community, OSD, agencies and SPOB	NSSO	Sep 05	
Identify and create formalization mechanisms (MOA, DoDI, etc.) required to execute space critical positions	HCRWG	Nov 05	
Develop I-Plan for execution	HCRWG	Nov 05	
Approve I-Plan via SPOB, Services, joint community, OSD, and agencies	NSSO	Nov 05	
Resource SCP/certification program as appropriate	All	Oct 05	
Execute Implementation Plan	All	TBD	
Assess implementation	HCRWG	TBD	R
Ensure data collection, requirement collection, assessment, and processes are synchronized and integrated with certification program	HCRWG	TBD	R

OPR – Office of Primary Responsibility; ECD – Estimated Completion Date; R – Recurring task; HCRWG – Human Capital Resources Working Group; NRO – National Reconnaissance Office; CoComs – Combatant Commands; JS-J1 – Joint Staff Manpower and Personnel; NSSO – National Security Space Office; SPOB – Space Professional Oversight Board

Space Critical Positions Metrics

- By November 05 have an approved comprehensive I-Plan that will, upon implementation, create a formal Space Critical Position Program.

Additional Information

Resources

Individual organizations are responsible for providing organic resources to support the development of space professionals.

Coordination

Offices of Primary Responsibility (OPRs) are listed for each task. In addition to primary responsibility, numerous offices will be required to coordinate and support the OPR for the completion of tasks. Offices with coordinating responsibility (OCRs) will be identified by the OPR during the execution of each task.

Follow on Planning

As I-Plan tasks are completed there will be a need to determine their effects on the Space Human Capital Resources Strategy and corresponding I-Plan. If required, follow on updates to the plan will be provided to the HCRWG, the Joint Space Academic Group and the SPOB.

Control Measures

To ensure implementation remains on schedule, implementation status will be briefed quarterly to the SPOB.

Appendix

1 Reporting Requirements

U.S. Senate Committee on Armed Services

SENATE REPORT 108-260, NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2005 [TO ACCOMPANY S. 2400]

May 11, 2004

TITLE V– MILITARY PERSONNEL POLICY

Items of Special Interest [pp. 336-337]

Space cadre

The committee notes that the Secretary of Defense, pursuant to the requirement in section 547 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-87), submitted to the Committees on Armed Services of the Senate and the House of Representatives a human capital resources strategy for space personnel of the Department of the Defense. The committee believes the strategy constitutes an important first step in coordinating and integrating the efforts of the military services to develop an effective space cadre. The committee understands that the services, particularly the Air Force, Navy, and Marine Corps, appear to be making some progress in identifying space billets and officers with space backgrounds, and in inter-service coordination related to space education. The committee expects that progress in these areas will continue, and that efforts to identify enlisted and civilian personnel with space expertise will be expanded.

The committee notes, however, that the implementation plan for the strategy lacks detail. The committee understands that the Department has not established Department-wide criteria for inclusion of personnel in a space cadre. The committee believes that commonality of definition, in addition to common training and certification standards, will be important in the future to avoid service space personnel "stovepipes" in which space personnel are not defined, trained, and certified in a consistent manner across the services.

The committee also notes that the Air Force has been developing detailed career planning guidance for space professionals for nearly three years, but has not yet completed this guidance. The committee recognizes that this task has been complicated by a number of factors, but believes that finalizing such guidance is important.

In light of these considerations, the committee directs the Secretary of Defense to develop a detailed plan to implement the human capital resources strategy for space personnel and to provide to the Committees on Armed Services of the Senate and the House of Representatives a report on that plan no later than November 15, 2004. The plan should include: specific goals and metrics; a schedule for achieving the goals; and a path forward toward achieving a common definition, and training and certification standards for the space cadre of the military services. The committee further directs the Secretary of the Air Force to submit to the Committees on Armed Services of the Senate and the House of Representatives no later than February 15, 2005, the detailed career planning guidance for the Air Force space cadre.

U.S. House of Representatives

CONFERENCE REPORT 108-767, RONALD W. REAGAN NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2005 [TO ACCOMPANY H.R. 4200]

October 8, 2004

TITLE V-- MILITARY PERSONNEL POLICY

Items of Special Interest [p. 663]

Space cadre

The conferees appreciate the submission by the Secretary of Defense of the human capital resources strategy for space personnel, as required in section 547 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108–87). The conferees note, however, that the strategy lacks a detailed implementation plan and direct the Secretary to develop such an implementation plan. The conferees further direct the Secretary of Defense to submit this plan and the Secretary of the Air Force to submit the detailed career planning guidance for the Air Force space cadre, consistent with direction in the Senate report accompanying S. 2400 (S. Rept. 108–260).

Appendix

2 Organizations

Space Professional Oversight Board

The Space Professional Oversight Board (SPOB) is the Senior Officer Forum for the discussion and resolution of matters concerning space professional development within the Department of Defense. It is chaired by the DoD Executive Agent for Space. This board is mandated by the Department of Defense Executive Agent's *Space Human Capital Resources Strategy, February 2004*. The board also serves as the Space Programs Joint Oversight Board required by the *Memorandum of Agreement Forming an Educational Alliance Between the Department of the Navy and the Department of the Air Force*, 4 December 2002.

Human Capital Resources Working Group

Originally chartered in 2003 to develop an integrated human capital resources strategy for personnel in the Department of Defense with space expertise, the Human Capital Resources Working Group (HCRWG) remains chartered to implement the Space Human Capital Resources Strategy, support the SPOB and act as the primary action working group for the development of space professionals within the DoD.

Military Education Coordination Council

The Military Education Coordination Council (MECC) is an advisory body to the Director, Joint Staff, on education issues. It consists of the MECC Principals and a supporting MECC Working Group. The purpose of the MECC is to address key educational issues of interest to the joint education community, promote cooperation and collaboration among the MECC member institutions and coordinate joint education initiatives.

National Security Space Office

Created by combining the Office of the National Security Space Architect, National Security Space Integration Directorate and the Transformational Communications Office, the National Security Space Office provides unity of effort and strategic focus to National Security Space issues. NSSO is the primary action office within the Department of Defense for the development of space professionals at the DoD level. The Director of the NSSO is the Executive Secretary to the SPOB. The NSSO also provides the Chair for the HCRWG.

Joint Space Academic Group

Supporting the SPOB and the Air Force Navy Educational Alliance, the JSAG is the working group responsible for addressing space–related issues within and between the Air Force Institute of Technology and the Naval Postgraduate School as well as space-related graduate level education issues.

Appendix

3 Time-phased Task List

Time Phased Task List

Tasks	OPR	ECD	R
November 2004			
Services brief SPOB on development efforts and activities	Services	Nov 04	R
Attend MECC Working Group and brief space as a "special area of emphasis"	NSSO	Nov 04	
Create baseline "strawman" for SCP	HCRWG	Nov 04	
Identify where space personnel are at the "DoD-wide" level	Services, NRO, CoComs, JS-J1	Nov 04	
December 2004-January 2005			
Identify existing curricula, courseware, and classes	HCRWG	Dec 04	
Determine if space should become a "special area of emphasis"	MECC Working Group	Jan 05	
Identify Space Cadre Stakeholder organizations	HCRWG	Jan 05	
February 2005			
Define/Develop an evaluation plan for space professional development	HCRWG	Feb 05	R
Identify roles and responsibilities of space cadre organizations	HCRWG	Feb 05	
Identify space cadre processes	HCRWG	Feb 05	
Create and execute a PME and Joint PME engagement plan	HCRWG	Feb 05	
Evaluate current space-related PME and JPME and recommend adjustments as necessary	JS-J7, Services	Feb 05	R
Determine which education and training programs are applicable for community wide use	HCRWG	Feb 05	
Identify where space personnel should be at the "DoD-wide" level	Services, NRO, CoComs, JS-J1	Feb 05	
March 2005- April 2005			
Draft DoD-level Instruction on Space Cadre management	HCRWG	Mar 05	
Identify space critical positions	HCRWG	Mar 05	
Identify education, training, experience, and skills for positions	HCRWG	Apr 05	

May 2005			
Determine space professional's requirements for advanced technical and nontechnical degrees	Services/NRO	May 05	
Create a space education and training curriculum	HCRWG	May 05	
Identify education overlaps and gaps	HCRWG, JSAG	May 05	R
Report on state of the cadres	NSSO	May 05	R
Assess resources required to develop space professionals	HCRWG/Services	May 05	R
Validate space critical positions via SPOB	NSSO	May 05	R
Increase space-related PME and JPME where appropriate	PME Institutions	May 05	
Synchronize Service plans concerning space professional development	HCRWG	May 05	
June 2005 – October 2005			
Create certification criteria	HCRWG	Jun 05	
Validate certification criteria via SPOB	NSSO	Aug 05	
Create a multi-service methodology/process to match certified personnel to SCP (include a waiver policy)	HCRWG	Aug 05	
Assess sufficiency of space-related PME and JPME	HCRWG	Aug 05	R
Validate methodology/process via Services, joint community, OSD, agencies and SPOB	NSSO	Sep 05	
Resource SCP/certification program as appropriate	All	Oct 05	
November 2005			
Formally coordinate and gain approval for DoD Instruction	NSSO	Nov 05	
Identify and create formalization mechanisms (MOA, DoDI, etc) required to execute space critical positions	HCRWG	Nov 05	
Develop I-Plan for execution	HCRWG	Nov 05	
Approve I-Plan via SPOB, Services, joint community, OSD, and agencies	NSSO	Nov 05	
Formalize managerial processes, roles and responsibilities	HCRWG	Nov 05	
To Be Determined			
Hold education and training summit	NSSO, AFSPC	Oct 04	R
Execute Implementation Plan	All	TBD	
Assess implementation	HCRWG	TBD	R
Ensure data collection, requirement collection, assessment, and processes are synchronized and integrated with certification program	HCRWG	TBD	R