

**MINUTES OF THE  
SPACE PROFESSIONAL OVERSIGHT BOARD  
24 February 2005**

**ATTENDEES**

**DoD Executive Agent for Space**

- Mr Peter Teets, DoD EA (Space)
- Maj Gen C. Robert Kehler, Executive Secretary, SPOB

**USA**

- LTG Larry Dodgen, Commander, USA Space and Missile Defense Center

**USN**

- VADM James McArthur, Commander, Naval Network Warfare Command

**USAF**

- Maj Gen Roger Burg, Director of Strategic Security, Office of the Deputy Chief of Staff for Air and Space Operations, HDQ USAF
- Maj Gen Craig Cooning, Director, Space Acquisition, Office of the Under Secretary of the Air Force
- Brig Gen Robert Worley, Director of Mission Support, Air Force Space Command

**USMC**

- BGen Thomas Benes, Director, Strategy and Plans Division, Plans, Policies and Operations Department, HDQ USMC

**NRO**

- Maj Gen James Armor, Director, SIGINT Systems Acquisition and Operations, NRO
- Dr. Stephanie Platz-Vieno, Director, Office of Human Resources, NRO
- RDML (s) Victor See, Director, Communications, Systems Acquisition and Operations, NRO

**USSTRATCOM**

- Maj Gen William Shelton, Director, Policy, Resources and Requirements

**JSAG/AFIT/NPS**

- CAPT Daniel Bursch, Military Faculty and Associate Dean, Space Systems Academic Group, NPS

**SPOB Meeting convened at 1300, 24 February 2005, SecAF Conference Room – 4E869.**

**WELCOME/AGENDA**

Primary Action Officer Lt Col TJ Lea opened the quarterly meeting of the Space Professional Oversight Board by welcoming everyone and reviewing the agenda:

- Old Business
- Space Cadre Updates
- Space Critical Positions
- Specialty Track for Space Acquisition Professionals
- JSAG Space Quarterly Update
- Administration

## **OLD BUSINESS**

Lt Col Lea provided a summary of current SPOB action items and their status.

- SC04-03 – JSAG Charter – PENDING SIGNATURE
- SC04-04 – HCRS Implementation Plan – COMPLETE
- SC04-05 – Service/NRO Updates – ON CURRENT AGENDA
- SC04-06 – MECC Outbrief - ON CURRENT AGENDA
- SC04-07 – Space Professional Development Conference (SPDC) Outbrief – ON CURRENT AGENDA
- SC05-01 – Education & Training Interim Report to Congress (due 15 Mar) – FINAL COORDINATION
- Staffer Days – COMPLETE
- GAO Engagement – ON-GOING

## **SPACE CADRE UPDATES**

### **USMC**

Major Steve Redifer, HQ USMC, reported that the Marine Corps seeks a Space Cadre (active duty, reserve, and civilian) composed of a diverse set of Military Occupational Specialties (MOSs) – Ground Aviation, Combat Support, and Command and Control. This cadre is trained in joint space operations and National Security Space activities and its members are experienced in space requirements generation, concept development, planning, programming, acquisition, and/or operations to benefit their MOS. The philosophy is to take MAGTF officers and make them “space smart” so they can integrate space capabilities into Marine Corps plans and operations. The Marine Corps Space cadre consists of personnel whose MOS is either Space Operations Officers (MOS 9666) or Space Operations Staff Officers (MOS 9933). There are presently 31 MOS 9666, all educated at NPS and available to fill 11 billets. These officers may serve multiple space tours in their careers, cycling between space assignments and tours in their primary MOS.

Major Redifer was asked how he determines which billets require a graduate degree. He said that it is based on the position needing an in-depth knowledge of national security space, the confidence from having completed independent research, a higher level of responsibility and an expectation that they will work space-related issues every day. There are currently 77 Marines in the USMC who hold the MOS 9933. Fifty three billets have been approved with plans to increase to 97. The Marine Corps has provided its training requirements to the National Security Space Institute (NSSI) and worked closely to ensure that its training requirements for the 9933 MOS will be met by the courses of instruction offered by the NSSI. To further a general knowledge and understanding of space capabilities, the Marine Corps is also revising its curriculum at Command and Staff College and War College to introduce space topics. The USMC has created a distinct focal point on its Staff, who is responsible for developing and managing the space cadre. They are and will continue to study promotion and career opportunities and training for space professionals, as well as integrating space operations into overall MC operations.

### **NRO**

Lt Col Mike Morris reported that the NRO’s Air Force Element (AFELM) uses the new Air Force terminology, which defines Credentialed Space Professionals (CSP) as “those individuals

whose primary responsibilities include the design, acquisition, integration, operation, and sustainment of National Security Space Systems.” CSPs are determined by the function performed, not the individual’s AFSC. All specialties at the NRO are vital to success across the space mission life-cycle, and because of this, the AFELM further defines all AF personnel assigned as Space Professionals. Lt Col Morris was asked how he determines which positions require a graduate degree. He replied that they ask the owner of the position. Lt Col Morris then went through demographics at the NRO. The bulk of NRO employees are Air Force (49%) and non-DoD civilians (41%). The Air Force represents the majority of CSP positions. NRO AFELM is in the process of assigning Specialty Codes (SPECs) to all AF personnel, and is using SPECs as the common language to define the requirements for positions. They are also moving towards establishing metrics for CSP, which includes defining requirements, measuring current health, and sustaining expertise.

### **SPACE CRITICAL POSITIONS**

Lt Col TJ Lea provided the update. He reported that the tasking was to identify space critical positions within DoD and in turn identify credentialed personnel who could fill these positions. Work is underway to do this, looking at 0-5, 0-6, GS-14/15 and SNCOs to include Guard and Reserve. A single level of certification that considers experience, education and training is being considered. Key drivers remain requirements and demographics. Questions centered on how to normalize the approach across the services as well as the best way to code individuals. The bottom line is to identify a requirement and get the right person in a timely manner in the position. Mr. Teets asked that a workflow and schedule be assembled for the project.

**ACTION ITEM (SC05-05):** Establish a workflow and schedule to identify space critical positions and personnel qualified to fill those positions. Report progress at May SPOB.

### **SPACE ACQUISITION CAREER TRACK**

Maj Julie Norris, SAF/USAP, reported on progress to investigate establishment of a specialty track or functional area for acquisition professionals who are “space acquirers.” She emphasized that her briefing was informational only and had not been vetted with the other services. Maj Norris summarized 1) the Air Force Credentialed Space Professional (CSP) certification process, 2) the DoD Acquisition Career Management and certification process, 3) NRO acquisition certification, and 4) existing space and acquisition training. She noted that the 1990 Defense Acquisition Workforce Improvement Act (DAWIA) was designed to improve the effectiveness of the military and civilian acquisition workforce and acquisition process. Acquirers meet minimum requirements in education, experience and training to receive certification.

Maj Norris proposed an initial template for DAWIA certification of DoD Space Acquirers. Her proposed way ahead included getting buy-in and ultimately approval from Defense Acquisition University and the Services for a DAWIA space acquisition career path, identifying courses, and creating training plans for space acquisition modules. Although no specific action item was levied, Mr. Teets expressed his support of the proposed way ahead. Therefore, SAF/USA will begin contacting Service, NRO, DAU, and training representatives to flesh out the certification and training proposals.

The ensuing discussions resulted in an Action Item directed to Air Force Space Command.

**ACTION ITEM (SC05-06):** AFSPC/MS to provide the SPOB an update on the Space Badge, including how you earn it and criteria for selection to receive it (education, training, experience). Report at May SPOB.

### **JSAG UPDATE**

CAPT Dan Bursch, JSAG Chairman, opened by showing how the JSAG correlated Navy Educational Skill Requirements (ESRs) for Space Systems Operations and Space Systems Engineering to the Air Force Academic Specialty Codes (ASCs) for the AFIT 4ISY (Space Systems) and 4ESY (Astronautical Engineering) ASCs. This exercise showed that although there is correlation with many core requirements, the real answer is to develop and maintain a set of common educational objectives that can serve as the basis for NSS Space Education requirements. Once the requirements are known, then the various institutions responsible for education and training can develop and/or refine their space-related curricula. CAPT Bursch then showed a sample matrix with competencies with an "x" counting as 40 contact hours in each subject in order to capture not only the array of topics, but also the depth of coverage.

CAPT Bursch also proposed a path for determining requirements, which will include conducting a web-based poll of every space cadre billet/position, including inputs from supervisors. AFIT and NPS could possibly complete the survey through research and theses at the schools, but results from these are over a year away.

CAPT Bursch also identified the need for the JSAG to work with the Space Education Consortium to meet the graduate education needs of the NSS community. This would include leveraging the strengths of each institution, avoiding duplication, and complementing each others programs. An MOU is close to signature.

Finally, CAPT Bursch covered another approach (or sanity check) to identify the "right" percentage of the space cadre with graduate degrees. This involves looking at the educational demographics of selected organizations involved in the acquisition and operation of space systems. He presented some preliminary data gathered concerning the Air Force Space Command, the Aerospace Corporation, NASA Goddard Space Flight Center, the Army Space Cadre, Navy Space Cadre and USMC Space Cadre. It was pointed out that the data could be misleading because they include data on many people that would not require graduate degrees, but Mr Teets said that the data are still beneficial. The goal of a survey and benchmarking is to provide the SPOB with a recommendation on the right percentage of the space cadre with graduate degrees, to include recommendations on the right percentages in each technical curriculum.

In conclusion, CAPT Bursch noted that i) degree types and levels are needed to fully characterize educational status of the space cadre, ii) tools are required for projecting future requirements, and iii) status/requirements for each specialty area within the Space Cadre need to be developed.

## **ADMINISTRATION**

Probable agenda topics for the next SPOB include:

- PME status
- DoDI for Cadre Management
- Space Critical Position Update
- Report on two Action Items

**SPOB Meeting adjourned at 1500.**

**The next meeting of the SPOB will be in May 2005, SecAF Conference Room – 4E869.**