

**STATEMENT OF**

**GENERAL LANCE W. LORD**

**COMMANDER, AIR FORCE SPACE COMMAND**

**BEFORE THE**

**HOUSE ARMED SERVICES COMMITTEE**

**STRATEGIC FORCES SUBCOMMITTEE**

**UNITED STATES HOUSE OF REPRESENTATIVES**

**ON**

**JULY 22, 2004**

## **Introduction**

Mr. Chairman, Congressman Reyes, and the distinguished members of the Committee, it is my distinct honor and privilege to appear before you today and represent the 39,700 space and missile professionals in Air Force Space Command. I am pleased to be joined by the Under Secretary of the Air Force, Mr. Peter Teets, Lieutenant General Larry J. Dodgen, Commanding General, Army Space and Missile Defense Command and Army Forces Strategic Command, Vice Admiral James D. McArthur, Commander, Naval Network Warfare Command and Brigadier General John R. Thomas, Director for Command, Control, Communications, and Computers, and Chief Information Officer for the Marine Corps.

I would like to extend my sincere gratitude to Congressman Everett and all the members of this committee for your continued support of military space and the development of our nation's space professionals. The commitment and dedication of this committee provides enormous resources and support to our space and missile professionals in the field.

As you know, the Secretary of the Air Force along with our Chief of Staff of the Air Force, General John J. Jumper and our Under Secretary, Mr. Peter Teets have made "Developing and Maintaining Our Space Professionals" a top priority for our nation. Our people remain our most important and precious resource. Personnel knowledgeable on the medium of space and highly skilled in their respective fields of operations, developmental engineering, acquisition and research are indispensable to our success today. The dedicated space professionals I have the privilege to serve with are some of the best men and women this nation has to offer. The future of military

space is bright and we need to make sure we give the next generation the proper development to become the space experts for the future.

I will concentrate my comments this afternoon on developing our space professionals, and in particular, share with you our progress to date. The Air Force is making great strides in implementing significant portions of the Space Professional Strategy. The Government Accounting Office in their June 2004 report validated our recent successes in this area. I am very excited at the progress we have made. This is a great example of the robust partnership we have with other organizations throughout the Department of Defense. The Air Force, as the Executive Agent for Space for the Department of Defense is proud to lead the Space Professional Development team.

Our Space Professional Development program and strategy consists of six major steps: Clearly identify Space Cadre members and track their experience, Develop a continuum of core education programs for our Space Cadre, Develop a three-tier Space Cadre Certification Program, Identify the appropriate Certification Level and experience for all billets (Department of Defense and National Reconnaissance Office), Develop Career Planning Guidance, and establish a permanent Space Professional Management Office. I am delighted to report we are clearly making significant progress across all six areas.

### **Identify the Space Cadre and Track Experience**

Over 99% of our Air Force active duty Space Cadre members have been identified, entered into our database, and their experience in space operations, engineering, program management or scientific research has been documented. We knew identifying all our members and recording their experience would be a difficult

task. However, the results generated have exceeded our expectations. We did not fully realize the potential uses of this critical data. We are ready to move into the next phase of our Space Cadre development.

Identifying and recording the experience of each individual in our Space Cadre is a revolutionary step forward in tracking and assigning our space professionals. The detailed information in this database is extremely useful for our Force Development Teams. It allows the development team to quickly match critical skill sets and experience with the needs of the space community. The information gained from our database, when combined with the right leadership and mentorship, can quickly provide any combination of skill sets needed for any opening we need to fill. This capability to track the space experience of our personnel with greater precision is very similar to how the rated community in the Air Force tracks “flying hours” by aircraft.

We have initiated a similar process using the same methodology to identify and document the approximately 3,000 additional members of the Space Cadre serving as Air National Guardsmen, Air Force Reservists or civilians. We hope to gather and assess this information in the very near future. We are very proud of our Total Force approach in establishing our Space Cadre expertise. This is truly important to us, and incredibly important to our nation, to have continued development of all our space professionals in the Air National Guard and the Air Force Reserve.

### **Develop a Continuum of Space Education Courses**

We started our Space 200 Education Course in July, 2003, and it has been offered seven times to over 200 students to date. This course is reserved for space professionals with eight to ten years of experience in their space related careers. I am

extremely proud to report the classes have included students from the Army, Navy, Air Force, Marines and NASA. We plan to increase the class attendance in the coming year to maximize this educational opportunity for the good of our nation's space professionals. We are also working to build entry-level educational opportunities like our Space 100 course. We estimate we will be able to educate over 400 students per year starting in the very near future.

We have also developed Advanced Space Training courses, which provide in-depth education on specific space missions. The first class graduated from our Navigation Operations course in June, 2004. Our plan is to offer Advanced Space Training courses in Missile Warning, Space Control, Nuclear Operations, Intelligence-Surveillance-Reconnaissance, Satellite Communications and Spacelift. Currently, we have consolidated the majority of our Space Education Courses into our existing Space Operations School in Colorado Springs, Colorado. Our vision is to evolve the Space Operations School into the center of excellence for space professional development across all organizations, with the help of our partners in the Department of Defense and the Intelligence Community.

### **Develop a Three-Tiered Space Cadre Certification Program**

We recently completed the task of identifying over 7,000 Air Force active duty members (officers and enlisted) and entering their detailed experience codes into our database. This initial group of Space Cadre members have been evaluated, categorized and identified with the appropriate certification level. I led our senior leadership team at Air Force Space Command in approving the criteria for each certification tier earlier this year. We have instituted the certification process and we

continue to work diligently to document and record the levels of experience of our professionals.

### **Identify Prerequisite Experience and Certification for All Space Billets**

Another outstanding example of our progress in developing our space professionals is how we have identified the necessary experience and certification for a substantial number of our space billets. More than 6,000 Air Force space billets have been tentatively coded with prerequisite experience and certification standards that will be necessary for an individual to qualify for a particular position. This initial assessment will be validated by the owning organizations and will be accomplished in the very near future.

### **Develop Career Planning Guidance and Issue Assignment Policies**

As the Space Professional Functional Authority, I have provided guidance to the appropriate Force Development Teams at each regular meeting. We are in the process of developing a Space Career Planning Guide for our supervisors and members of the Space Cadre. This guide is designed to help individuals map out their career goals and aspirations. This document will be completed by the end of this year. The Career Planning Guide will be submitted to Congress by the February 15, 2005 deadline, by direction from the Senate Armed Services Committee.

### **Establish a Permanent Space Professional Management Office**

We formed an initial Task Force in October of 2002 to kick off our Space Professional Development program. We owe a tremendous amount of gratitude to the Space Professional Development Task Force, for they were instrumental in initiating the planning for the development of our Space Cadre. Many of the initiatives we have

instituted will require long-term oversight. Therefore, Air Force Space Command formally established a permanent Space Professional Management Office under our Mission Support Directorate on July 1, 2004. We are dedicated to investing the necessary resources in both manpower and funding to ensure we properly manage the development of our space professionals.

## **Conclusion**

We have made tremendous strides in developing our space professionals not just in Air Force Space Command, but also throughout the United States Air Force. Our people remain our number one priority, and we are unable to accomplish our mission without adequate education and development of our most precious resource. Our senior leaders in the Department of Defense and in the Air Force clearly understand the commitment this requires. The Space Professional Development program is on track and providing outstanding results. We still have some hard work ahead of us, but our dedication and energy is well focused on this vital program.

As always, I am honored to appear here before this distinguished committee. Today, our nation relies more on capabilities coming from and in space, than ever before. I understand the significance of developing our space professionals and rest assured we are dedicated to this cause. Our nation cannot rest on the asymmetric advantage we have today in space. We must move out and “Command Our Future” to make sure we continue to provide the world’s greatest space capabilities to our joint forces for the foreseeable future. We are committed to developing our space professionals and I am proud to represent the Air Force here today.