



# Department of Defense

## DIRECTIVE

NUMBER 3100.16  
January 26, 2009

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USD(P)

SUBJECT: DoD Management of Space Professional Development

References: Enclosure 1

1. PURPOSE. This Directive:

a. Pursuant to the authorities provided in DoD Directive (DoDD) 5101.2 (Reference (a)), establishes policy and assigns responsibilities for managing and providing oversight of a cadre of DoD space professionals (military and civilian) expert in space planning, programming, acquisition, operations, requirements, science and technology, research and development, and other space-related support disciplines.

b. In accordance with U.S. Government Accountability Office Report to Congressional Committees GAO-05-833 (Reference (b)), establishes a focused management approach for a cadre of DoD space professionals by:

(1) Institutionalizing management authorities and responsibilities for the cadre of DoD space professionals.

(2) Assisting the Military Departments in developing appropriate performance measures and an evaluation plan to measure DoD progress in integrating and developing its cadre of space professionals.

(3) Monitoring Military Departments' progress and providing periodic reports to senior DoD leadership.

2. APPLICABILITY. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter collectively referred to as the "DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that:

a. A trained, educated, and experienced cadre of space professionals, expert in space planning, programming, acquisition, operations, requirements, science and technology, research and 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 per DoDD 3100.10 (Reference (c)).

b. A results-oriented management approach for developing a cadre of space professionals will be utilized to:

(1) Clearly designate responsibility and thus accountability within the Department of Defense for space professional development.

(2) Develop and document DoD-wide space professional development competencies and an evaluation plan to assess progress.

(3) Develop and mandate the knowledge, skills, abilities, and competencies required for space professional certification and determine how best to ensure training, education, and professional development opportunities are available.

c. Space cadre professional development shall be centrally managed by the DoD Executive Agent (DoD EA) for Space in coordination with the Heads of the DoD Components.

d. The space cadre activities of the space community will be synchronized to increase efficiency and reduce unnecessary redundancies.

e. Efforts will continue to improve the integration of space capabilities into joint warfighting and intelligence operations by:

(1) Increasing the levels of space education and training in appropriate Service and joint professional military education courses.

(2) Ensuring the right number of space professionals is assigned to joint and intelligence-related duties to accomplish the mission.

f. The most qualified and available space professionals will be assigned to critical positions by:

(1) Increasing the number of skilled, educated, and experienced space professionals available to support the increasing amount of National Security Space planning, programming, and acquisition activities.

(2) Identifying critical positions and documenting what mix of skills, education, experience, and leadership traits are necessary for success in those positions.

5. RESPONSIBILITIES. See Enclosure 2.

6. INFORMATION REQUIREMENTS. The reporting requirements in this Directive have been assigned Report Control Symbol (RCS) DD-POL(A)2304 in accordance with DoD 8910.1-M (Reference (d)).

7. RELEASABILITY. UNLIMITED. This Directive is approved for public release and is available on the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

8. EFFECTIVE DATE. This Directive is effective immediately.



Gordon England  
Deputy Secretary of Defense

Enclosures

1. References
  2. Responsibilities
- Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5101.2, "DoD Executive Agent for Space," June 3, 2003
- (b) U.S. Government Accountability Office Report to Congressional Committees GAO-05-833, "Defense Space Activities: Management Guidance and Performance Measures Needed to Develop Personnel," September 2005
- (c) DoD Directive 3100.10, "DoD Space Policy," July 9, 1999
- (d) DoD 8910.1-M, "Department of Defense Procedures for Management of Information Requirements," June 30, 1998
- (e) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P)), December 8, 1999
- (f) National Security Presidential Directive 49, "National Space Policy," August 31, 2006<sup>1</sup>
- (g) DoD Directive 5144.1, "Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII)/DoD CIO)," May 2, 2005
- (h) DoD Directive 5143.01, "Under Secretary of Defense for Intelligence (USD(I)), November 23, 2005
- (i) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R)), June 23, 2008
- (j) DoD Directive 5134.01, "Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), December 9, 2005
- (k) Secretary of Defense Memorandum, "National Security Space Management and Organization," October 18, 2001<sup>2</sup>
- (l) National Security Space Strategy<sup>2</sup>
- (m) National Security Space Plan<sup>2</sup>
- (n) National Security Space Program Assessment<sup>2</sup>
- (o) Space Human Capital Resources Strategy, February 2004<sup>2</sup>
- (p) DoD Instruction 4000.19, "Interservice and Intragovernmental Support," August 9, 1995

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<sup>1</sup> Office of Science and Technology Policy, Executive Office of the President, <http://www.ostp.gov>

<sup>2</sup> National Security Space Office (NSSO), (703) 693-5223, 1670 Air Force Pentagon, Washington, DC 20330-1670

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)). The USD(P), in accordance with (IAW) DoDD 5111.1 and National Security Presidential Directive 49 (References (e) and (f)), shall serve as the overall Principal Staff Assistant and advisor to the Secretary and Deputy Secretary of Defense and as DoD focal point for overall space professional cadre management policies and procedures.

a. Oversee preparation and submission of an annual report to the Secretary of Defense on the space professional cadre status. USD(P) will issue a subsequent DoD Instruction to clarify reporting requirements.

b. Delegate departmental space cadre professional development management responsibilities to the DoD EA for Space, with the exception of those career management responsibilities of the Under Secretary of Defense for Intelligence (USD(I)) for the space intelligence cadre and the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) for the space acquisition workforce.

c. Ensure that management of space professionals is consistent with policies, plans, and programs to ensure efficient and effective support of operations and contingency plans of U.S. military forces.

d. Coordinate with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) to ensure synchronization of training and education efforts.

2. ASSISTANT SECRETARY OF DEFENSE FOR NETWORKS AND INFORMATION INTEGRATION / DoD CHIEF INFORMATION OFFICER (ASD(NII)/DoD CIO). The ASD(NII)/DoD CIO shall advise and assist the DoD EA in the management of space professionals as it pertains to non-intelligence, non-acquisition space matters IAW DoDD 5144.1 (Reference (g)), including: space-based communications programs; space-based information integration activities; space control activities; operationally responsive space programs; space access; satellite control; lifecycle management of spectrum and waveform; space-based position, navigation, and timing programs; environmental sensing; and space launch ranges.

3. USD(I). The USD(I) shall:

a. Coordinate with the Intelligence Community (IC) to identify IC best practices in managing space professionals and ensure that DoD management of space professionals helps produce a cadre that helps meet IC requirements.

b. Per DoDD 5143.01 (Reference (h)), work closely with the DoD EA for Space regarding the DoD EA's DoD-wide responsibilities to represent and advocate for space interests (including space professional development) in the planning and programming processes and Defense acquisition process, pursuant to Reference (c).

c. Delegate professional development management responsibilities for intelligence space professionals to the DoD EA for Space, but retain overall intelligence policy oversight responsibility.

4. USD(P&R). The USD(P&R), IAW DoDD 5124.02 (Reference (i)), shall:

a. Ensure that management of space professionals is consistent with policies, plans, and programs for total force management and requirements to ensure effective and efficient support of wartime and peacetime operations, contingency planning, and preparedness.

b. Review the annual report to the Secretary of Defense, as required.

c. Develop military training policy and oversee training for the space career force, in coordination with the DoD EA for Space.

5. USD(AT&L). The USD(AT&L), IAW DoDD 5134.01 (Reference (j)), shall ensure that management of space professionals is consistent with overall acquisition policies, plans, and programs (including workforce development) for supporting the Combatant Commanders and warfighters, in coordination with the USD(P) and USD(I).

6. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff, IAW Reference (c), shall:

a. Ensure that management of space professionals is consistent with the overall responsibility of the Joint Chiefs of Staff to integrate space capabilities and applications into the strategy, doctrine, concepts of operations, education, training, exercises, and operations and contingency plans of U.S. military forces.

b. Develop doctrine and formulate policies for the joint space training and education of the Armed Forces.

c. Identify billets in joint manpower documents that require the unique skills of space professionals and the competencies required for each position.

7. DOD EA FOR SPACE. The DoD EA for Space shall:

a. Serve as the senior DoD official responsible for managing space professional development as delegated by USD(P), consistent with this Directive.

b. Provide an annual report through USD(P) to the Secretary of Defense on the state of the space professional cadre in accordance with Secretary of Defense guidance (Reference (k)).

c. Update the National Security Space Strategy (Reference (l)), National Security Space Plan (Reference (m)), and National Security Space Program Assessment (Reference (n)) per the Space Human Capital Resources Strategy (Reference (o)) to reflect the tasks, activities, issues, and recommended initiatives associated with space professional management.

d. Coordinate with each Military Service and the Joint Staff to develop DoD-wide performance measures and an evaluation plan to measure and report results of space professional management activities as outlined in Reference (b).

e. Serve as the Chair of the DoD Space Professional Oversight Board (SPOB). The SPOB will:

(1) Serve as the senior DoD forum responsible to the DoD EA for Space in carrying out his or her roles as described in this Directive and Reference (o).

(2) Be represented, at a minimum, by personnel from the four Military Services, U.S. Strategic Command, the USD(P), the USD(I), and the Joint Staff. Additional membership will be determined by the Chair.

f. Recommend to USD(P) DoD strategy to implement this Directive.

g. Integrate and support Service space professional development efforts.

(1) Assist Military Departments in execution of their responsibilities outlined in paragraph 8 of this enclosure.

(2) Facilitate inter-Service support agreements IAW DoD Instruction 4000.19 (Reference (p)), memorandums of understanding, and other necessary arrangements, as required, to fulfill assigned responsibilities, functions, and authorities related to management of space professional development.

(3) Review and support Service space professional policy, requirements, and development plans. Guide space professional development activities and recommend Service investments in space professional development.

(4) Collect, document, and distribute best practices among agencies and the Military Departments.

h. Assess status of DoD space professional requirements, skills, competencies, education and training, and quantities.

i. Assess space-related industrial workforce status as it impacts DoD space professional management.

j. Coordinate major issues and activities with DoD stakeholders.

k. Support space professional education and training by reviewing and guiding efforts in core space training, professional military education, functional-unique curricula, graduate education, and accession training. Coordinate joint issues and activities with the Office of the Chairman of the Joint Chiefs of Staff.

8. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

a. Develop and maintain a total force cadre of space professionals (military and civilian) to assure that each Military Service retains the ability to develop, plan, program, acquire, operate, and support space systems to fulfill Service and DoD mission requirements. This will include a sufficient number of space professionals to fill joint space billets. (See Reference (k).)

b. Integrate and incorporate DoD space professional development competencies into the unique mission requirements of each Service.

c. Manage the professional development, education, and training of Service space professionals, in coordination with the DoD EA for Space.

d. Establish an office responsible for space professional development.

e. Coordinate with the DoD EA for Space and the Office of the Chairman of the Joint Chiefs of Staff to develop DoD-wide performance measures and an evaluation plan to measure the success of Service space professional development programs. Notify the DoD EA for Space on any key indicators reflecting the status of or changes to the cadre of space professionals.



GLOSSARY

DEFINITIONS

These terms and their definitions are for the purpose of this Directive.

cadre of DoD space professionals. A total force composed of well-educated, motivated, and competent people trained, educated, and experienced in: (a) operational demands of the space medium; (b) the tactical environment they support; (c) the technical requirements of the vehicles that operate in space and the ground systems supporting them; (d) the acquisition of space systems; (e) space-related science and technology, and research and development; (f) space-unique tactics, techniques, and procedures; (g) the needs of the many and varied end-users of space capabilities; (h) the ability to formulate and articulate new space doctrine to fully control and exploit the medium of space in support of U.S. security objectives; and (i) the DoD planning and programming processes.

DoD Executive Agent. The Head of a DoD Component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DoD Components.

functional proponent. The OSD Principal Staff Assistant responsible for policy and oversight of a particular functional area.

OSD Principal Staff Assistant. The Under Secretaries of Defense, the Director of Defense Research and Engineering, the Assistant Secretaries of Defense, the General Counsel of the Department of Defense, the Assistants to the Secretary and Deputy Secretary of Defense, and the OSD Directors or equivalents, who report directly to the Secretary of Defense or the Deputy Secretary of Defense.