

2012 WINTER

ASJ 2.0

★ SPACE ★ MISSILE DEFENSE

A PROFESSIONAL JOURNAL



SPACE PROS

Key Players 'Always in the Title Game'



GERMANY . JAPAN . SOUTH KOREA . QATAR

AFGHANISTAN



Army Space Cadre News

Mike Connolly /// Section Coordinator



Mike Connolly is Director of the Army Space Personnel Development Office. He was an Army aviator and Space operations officer, with assignments to the Cheyenne Mountain Operations Center, U.S. Strategic Command, and U.S. Space Command.

TO SUBMIT AN ITEM FOR THIS SECTION:
michael.connolly@smdc-cs.army.mil
719-554-0452

Continuing to Mature Focused on the Future

Reflecting on the year “that was” is something that many organizations and individuals realize this time of year. It gives us pause to acknowledge what was accomplished as well as consider goals and aspirations that were not fully accomplished. The Army Space Personnel Development Office (ASPDO) had many “can you believe this” moments in 2011.

To begin with, the ASPDO reorganized to more efficiently serve the Army’s Space community while preparing for the potential of doing more with less. The single military billet within the office was realigned from the Space Operations Professional Development Office to the Functional Area 40 (FA40) assignments manager at U.S. Army Human Resources Command. This move accomplished two specific objectives: It provided a valid/required billet for the assignments manager who had been carried as excess on manning documents, and it ensured a closer working relationship between the ASPDO and Human Resources Command. Additionally, the roles and functions of the Army Space Cadre Office (ASCO) were incorporated into the ASPDO. The mission of the ASCO

remains, however, this reorganization allows us to better handle routine actions along with a surge capability to pursue new initiatives. In addition to the changes to the ASPDO organizational structure, individual roles, responsibilities, functions, and job titles were appropriately adjusted. Finally, the ASPDO moved from its off-post office into Building 3 on Peterson Air Force Base.

On a larger scale, the ASPDO, specifically force manager Al Hughes, supported the Army's Officer Grade Plate (OGP) Roll Back, fighting hard to retain the existing FA40 billets throughout the force structure. Although a few organizations proposed the elimination or reduction in rank of their FA40s, the impact to the community is considered minimal. An interesting and ongoing dichotomy to the OGP is the number of Army and joint organizations that have asked for new or additional FA40s. This year FA40-coded billets were either established or formalized at the Navy Postgraduate School, Program Executive Office Space Systems (Mobile User Objective System), and the Executive Agent for Space. Additionally, a Training with Industry position was created at Analytical Graphics Inc.

The growth of officers designated as FA40 this past year has been as exciting as it has been challenging. Currently, there are more than 300 FA40s in the career field to fill some 210 coded-billets. Fully understanding that officers made conscious decisions to become Space operations officers, we have an obligation to provide them opportunities to develop the skills and attributes they require to succeed. The ASPDO found new and innovative ways to get this growing population, especially young captains, into rewarding positions where they can begin gaining valuable Space experience. The Joint Space Operations Center, Joint Functional Component Command for Space, Joint Navigation Warfare Center, and Defense Information Systems Agency all have agreed to accept additional FA40s. As we continue to grow, we are coordinating with additional organizations to establish positions where FA40s can serve.

Closely related to the development of operational positions for the community to

serve, is professional development through education and training. LTC Pat Marshall became the first FA40 to complete a PhD program and will not be the last. The six Advanced Civilian Schooling slots that are allocated to the functional area on an annual basis are becoming more and more competitive. Currently 14 officers are pursuing their advanced, Space-related degrees with six of those in accredited PhD programs.

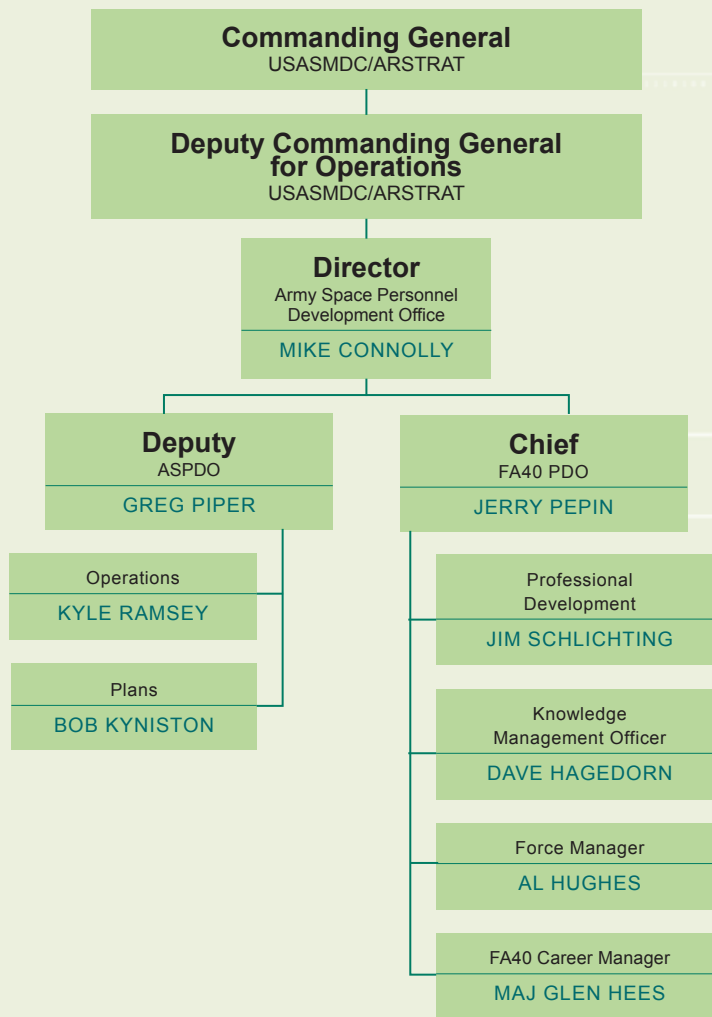
The ASPDO also assumed responsibility for scheduling personnel for the Army Space Cadre Basic Course, aligning this course in the same manner that Space 200 and Space 300 are managed. Jim Schlichting manages the registration for the basic course and oversees the Order of Merit List for both Space 200 and Space 300 for all Soldiers and Department of the Army Civilians who want to attend. In 2011 95 Soldiers and Civilians completed the Space Fundamentals Course, 127 completed the Space Cadre basic course, 112 graduated from Space 200, and 40 from Space 300.

In addition to classroom education, more than 200 individuals representing all uniformed components of the Army, Air Force, Civilians, and Department of Defense contractors attended the annual Army Space Cadre Symposium. This year's event was highlighted by the attendance of Richard McKinney, Deputy Under Secretary of the Air Force for Space, and LTG Richard P. Formica, commander of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command. Discussions and break-out sessions focused the attendees on the Army's 2011 theme, The Profession of Arms.

Adding to the growth and expansion of the Army's Space community, Bob Kyniston led the ASPDO effort to have the Air Force Space Badge recognized as a unique Army badge. This successful undertaking, approved by the Army Chief of Staff, provides the authorities for determining eligibility, criteria, and award to the commander, USASMDC/ARSTRAT. Additionally, the Army now grants ten promotion points to Soldiers who earn the Basic Space Badge. To date, more than 1,000 Soldiers have received some level of the Space Badge, including 300 processed in 2011 by Kyle

2012 OBJECTIVES

- Complete a Department of the Army-directed Space Cadre assessment
- Write the Army's portion of the biannual report to Congress on Department of Defense Space cadres
- Enhance the capabilities of ASKMS
- Plan and execute the annual Army Space Cadre Symposium
- Provide talent management for FA40s
- Develop additional opportunities for FA40s across the force structure
- Process Space Badge and 3Y requests
- Effectively utilize the Army's allocation of Space 200 and Space 300 slots
- Represent the Army Space community at appropriate meetings, conferences, and forums



Vision of the ASPDO

“To ensure a trained and ready Army Space Cadre.”

Each of us within the organization is committed to this vision and to all of the members of the Army Space Cadre. It is a pleasure to serve you, and we look forward to a great 2012.

Ramsey. A related acknowledgement of a Soldier’s Space experience is the awarding of the Additional Skill Identifier/Skill Identifier (ASI/SI) 3Y, Space Enabler. This past year 297 Soldiers, of all ranks and branches, were awarded the ASI/SI.

Ensuring that lines of communication remain open and available to all, the ASPDO is utilizing the Army Space Knowledge Management Site (ASKMS). Dave Hagedorn has worked extensively with internal and external organizations to develop a site that is user friendly and practicable. ASKMS provides worldwide, single-sign on capability to the entire Army Space Cadre on both the classified and unclassified sides of the network. Individual and organizational pages, Chatter, Announcements, Who Is Online, Space Links, Surveys, Feedback and Issues, Lessons Learned, Frequently Asked Questions, and Request for Information are current capabilities with many more under development.

The identification and coding of Space cadre billets is important to facilitate accu-

rate reporting of Army Space Cadre billet information and metrics to the Department of Defense and Congress. Efforts to identify positions for Space enabler designation and coding continue. Associated with the identification of billets is their proper coding. The ASPDO has coordinated with the Department of the Army for the use of remarks codes on organizational manning documents identifying Space cadre billets. A code of 64 identifies the billet as a Space professional, with 65 identifying a Space enabler.

As we put a close on 2011 and look forward to 2012, there is the likelihood of significant changes in the Army. A dramatic drop in promotion rates, possible reductions in force structure, and budget constraints all will contribute to making the next year interesting to say the least. However, the Army Space community can be assured that the Army Space Professional Development Office will continue to focus its efforts on providing education, training, and assignment opportunities for the Space cadre.

FA40 Career Management

Transparency in Assignments Part III

Special Assignment Considerations

Many factors play into the assignment process for Functional Area 40 Space Operations Officers. It is rarely as easy as taking the officer's preference and matching it up with a unit's preference to achieve the optimal assignment solution. There are essentially two categories of assignment considerations, regulated and unregulated.

REGULATED

This category covers all considerations that are governed by the Department of the Army in various forms. The most commonly addressed considerations during a permanent change of station cycle are Headquarters Department of the Army Manning Guidance (Needs of the Army), Functional Area 40 Priority of Fill, the Married Army Couples Program, Exceptional Family Member Program (EFMP), Nominative Billets, Time on Station, Schools, Retirements, Compassionate Reassignments, and High School Senior Stabilization. All of these are backed by regulations or other published guidance in order to ensure adequate diligence during the assignment process. These regulated considerations take precedence over any other consideration.

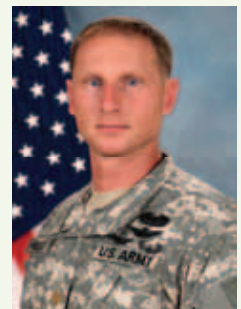
UNREGULATED

This category is comprised of all considerations that aren't covered by regulations. Some examples include personal preferences (to include geographic location and specific jobs), desiring to be closer to family, and any special need that doesn't

meet compassionate reassignment criteria. This category tends to have the majority of considerations when it comes time to submit preferences for a PCS. The unregulated considerations are also most often negated by needs of the Army and the FA40 Priority of Fill. In some rare cases, EFMP will prevent an assignment to a desired location. Additionally, officers wishing to go to a nominative billet can be denied by that gaining unit.

The important takeaway here is to ensure you make informed decisions when submitting your preferences for PCS. If you have a regulated consideration, coordinate with the assignment officer early in the process so it can be addressed. Do research on available FA40 billets and assess what you are missing as far as professional experience. As always, I encourage you to speak with the Army Space Cadre experts in the Army Space Personnel Development Office and e-mail or call the assignment officer for any professional development questions.

**Upcoming:
Part IV – The
Request for Orders
Process Explained**



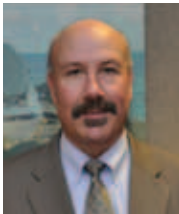
Section Coordinator

MAJ Glen Hees is the FA40 Assignment Officer at the Human Resources Command, Fort Knox, Ky. Commissioned as an aviation officer, his Space assignments have included brigade Space planner, Space control division chief, and commander, 4th Space Company.

glen.r.hees@conus.army.mil
502-613-6684
DSN 983-6684

Training Insights

Larry Mize /// Section Coordinator



Larry Mize is Chief of Space and Ground-based Midcourse Defense Education Training and the Deputy Directorate of Training and Doctrine. As a U.S. Navy officer, he specialized in naval intelligence, aircraft carrier operations, naval special warfare (SEALs), and Space operations, including assignments at U.S. Space Command and U.S. Strategic Command.

TO SUBMIT AN ITEM FOR THIS SECTION:
larry.mize@smdc-cs.army.mil
 719-554-4545

DOTD the Year That Was



Doctrine, Collective Training, and Lessons Learned

By Don Messmer Jr. and Mark James

2011 was a dynamic year for Army doctrine that initiated widespread change affecting every Soldier, Civilian, and contractor within U.S. Army Space and Missile Defense Command/Army Forces Strategic Command. The Doctrine, Collective Training, and Lessons Learned Branch of the Directorate of Training and Doctrine (DOTD) is the command's executor for these initiatives.

When he was Army Chief of Staff, GEN Martin Dempsey established the Mission Command Initiative which included the Doctrine 2015 Strategy (D2015) that stratifies Army doctrinal publications, gives identity to each doctrine category, reduces document length and number, and is enabled by mainstream publication media technology. Doctrine 2015 Strategy is designed to ensure doctrine is current, reduce doctrine development time, and keep pace with Army operations and the dynamic operational environments in which Soldiers fight.

The D2015 categories for doctrine are Army Doctrine Publications (ADPs), Army Doctrine Reference Publications (ADRP), Army Techniques Publications (ATPs), and the familiar field manuals (FMs). As illustrated in figure 1, the stratification easily identifies the level to which a specific doctrinal product applies. ADPs and ADRPs contain high-level conceptual principles that define the Army's operation. FMs are now largely focused at the proponent and operational level, whereas ATPs are focused at the brigade and below.

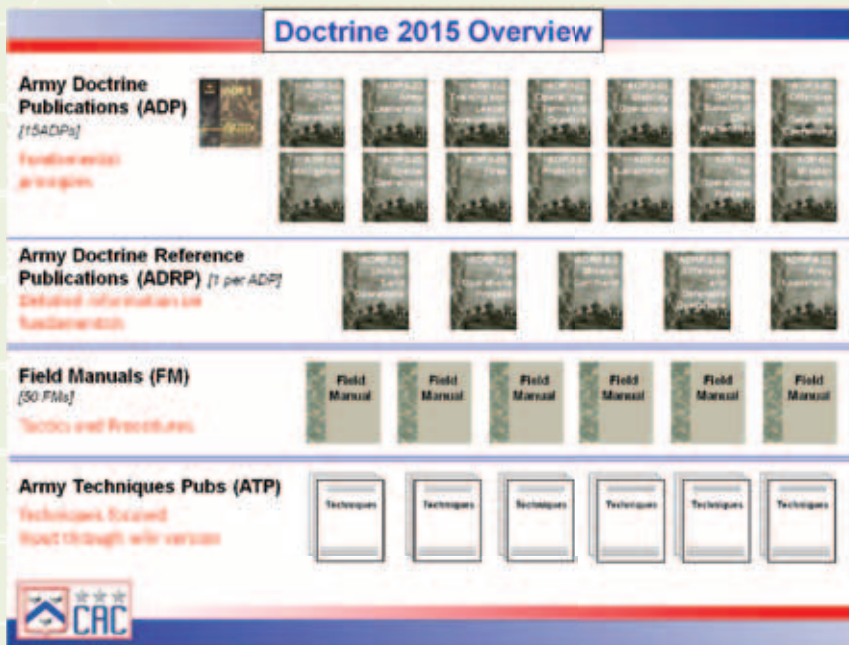


FIG 1.
Doctrines 2015 Stratification.

The fundamental principles that guide the actions of Army forces and explain how those principles support national objectives are embodied in the 15 capstone ADP documents. ADPs provide, in very concise language, the intellectual underpinnings of Army operational doctrine. Each of the 14 ADRPs corresponds to an ADP of the same name; there is no ADRP corresponding to ADP 1. ADRPs elaborate on the fundamental doctrinal principles described in corresponding ADPs. ADRPs do not discuss specific tactics, techniques, or procedures and are not longer than 100 pages.

Even though the familiar FMs are retained as a category, their quantity, content, and structure will change. U.S. Army Training and Doctrine Command has set the number of FMs not to exceed 50. FMs describe doctrinal tactics and procedures used by the Army to train for and conduct operations consistent with the principles described in ADPs and ADRPs. FMs will focus on functions in the main body but will not contain techniques as those are reserved for ATPs. FMs not included in the list of 50 will be restructured and published as ATPs, training circulars, or training manuals. USASMDC/ARSTRAT will retain FM 3-14, Space in Support of Army Operations, and FM 3-27, Army Global Ballistic Missile Defense Operations, and bring their structures into compliance with D2015.

Some of the most significant improvements include the publishing of ADP 3-0, Unified Land Operations, which superseded FM 3-0, Operations. ADP 3-0 introduces unified land operations as the Army's new operational concept that replaces full spectrum operations. FM 3-0 retitled the Command and Control warfighting function to the Mission Command warfighting function and replaced the term "command and control" with "mission command." FM 6-0, Mission Command, explains the principles of the mission command philosophy and warfighting function, and will eventually morph into ADP 6-0 and ADPR 6-0. Figure 2 shows the most recent updates to doctrinal terms; FM 6-0's preface has a

complete list of new, modified, and rescinded Army terms and rationale.

2011 was equally as busy for the Collective Training and Lessons Learned sections. The Collective Training section developed and finalized tasks for the 1st Space Brigade in support of Army Space Support Teams, Commercial Imagery Teams, Army Space Coordination Elements, Joint Tactical Ground Stations, and the 53rd Signal Battalion, 1st Space Brigade. The collective tasks were developed in the Training Development Capability (TDC) system and exported to the Digital Training Management System (DTMS). Space brigade units and deploying teams now can access their collective training tasks in DTMS from anywhere in the world. This process replaces the old method of using tasks from hard-copy Mission Training Plans that became quickly outdated. Collective Training members continue their efforts to develop and load the 100th Missile Defense Brigade supporting individual tasks into TDC. Prior to completing the collective tasks for the 1st Space Brigade, the section exported the 100th Missile Defense Brigade's collective tasks into DTMS.

The USASMDC/ARSTRAT Lessons Learned program office received a much-needed overhaul to reinvigorate it. In 2011 the office conducted redeployment debriefs and published 22 debrief and analysis reports on Army Space Support Teams, Commercial Imagery Teams, Army Space Coordination elements, Space Support Element teams, and the Deputy Director of Space Forces. The office is working diligently to get the reports out to all Soldiers, Civilians, and contractors. The Army Space Personnel Development Office is working to overcome some technical issues in the Army Space Knowledge Management System as the primary repository for all USASMDC/ARSTRAT lessons learned products. After those technical issues are resolved, Soldiers can access the products from NIPRNet and SIPRNet.



NEW TERMS	OBSOLETE TERMS
Range of Military Operations	Spectrum of Conflict & Operational Themes
Operational Environment	Battlespace
Unified Land Operations	Full Spectrum Operations
Defense Support of Civil Authorities DSCA	Civil Support
Mission Command	Command and Control and C2 <small>NOTE 1</small>
Intelligence, Surveillance, and Reconnaissance ISR	Reconnaissance and Surveillance
----	Battle Command
----	Campaign <small>NOTE 2</small>

NOTE 1 The function of command and the function of control are still valid, but not when combined into a single phrase or function.

NOTE 2 The Army does not conduct campaigns. Joint force headquarters plan and execute campaigns and major operations, while Service components of the joint force conduct major operations, battles, and engagements, not independent campaigns. **JP 5-0, PG II-22**

FIG 2.
New Army Doctrinal Terms.

Quality Assurance & Professional Development Support to Training

By Michael C. Madsen

Quality assurance and the professional development of the training cadre are key components to the conduct of USASMDC/ARSTRAT Space and Missile Defense Institute of Excellence institutional and qualification-level training for Army Space and Missile Defense forces deployed around the world. Of paramount importance to the training mission is adherence to the Training and Doctrine Command's (TRADOC) 48 accreditation standards for Army training. Executing this vital mission for DOTD is the Quality Assurance and Professional Development (QAPD) Branch.

Once every three years, TRADOC visits Army schoolhouses to ensure that Soldiers and Civilians are receiving quality training under the Army School System. DOTD has been inspected twice and has earned the "Institution of Excellence" rating, last awarded in 2009. The inspection team consists of five or six subject-matter experts in training and training development from Fort Eustis, Va., and Fort Leavenworth, Kans. The next accreditation visit is scheduled for November 2012.

Another responsibility of the QAPD branch is ensuring appropriate training and certification of DOTD instructional personnel. This involves managing the instruction of Systems Approach to Training-Basic Course and the Army's Basic Instructor Course. The QAPD branch also ensures DOTD personnel receive training on the new Army online training program, Training Development Capability, which recently replaced the Automated Systems Approach to Training program.

Record Setting Year for Space Training

By Daryl Breitbach

In 2011 the Army Space and Missile Defense Institute of Excellence's Space Training Division offered more courses and trained more Army Space Cadre members and others across the Department of Defense than in any previous year. The growth in courses and student instruction reflects USASMDC/ARSTRAT's efforts to meet the demands of a continually changing operational environment and the ever-increasing ways Space-based capabilities enable military operations.

Nearly 1,000 students attended an Army Space training course in 2011. Additionally, the DOTD staff provided Space training to another 1,100 external students, including the Command and General Staff College, Intermediate-Level Education satellite locations, Army Fires Center of Excellence, Army Intelligence Center of Excellence, and specific unit-level training sessions.

The year saw the first integration of Space Operations Software training on the Distributive Common Ground System-Army platform; a new course structure for the Tactical Space Operations Course and Satellite Communications Electromagnetic Interference Course; integration of new capabilities in the Joint Tactical Ground Station training; and increased training requirements for the Space Operations Officer Qualification Course, including research assignments and exams.

In 2011 the Army Space Council assigned USASMDC/ARSTRAT the task to execute an Army-level initiative to incorporate Space knowledge and leader development training into Army schools. DOTD and TRADOC will identify gaps in Space knowledge training at the Centers of Excellence and integrate Space knowledge training into existing lessons and school curricula.

Missile Defense Training Division

By Clem Morris

The past 12 months have been busy but exciting for the instructors in the Missile Defense Training Division. The division's two branches, Ground-based Midcourse Defense and Sensor Management, increased Soldier training throughput by more than 35 percent. The Sensor Management Branch conducted 11 Sensor Manager Qualification Courses (SMQC), training some 200 Soldiers to support new deployments of the AN/TPY-2 radar. Additionally, the Sensor Manager Leader Development Course was created to instruct the senior operational leadership and develop critical thinkers who create techniques, tactics, and procedures for their operational units. The course also provides leaders with important skills to operate, integrate, and manage Missile Defense operations for the radar system. Five courses were delivered for the year.

Other significant activities include the award of an Additional Skill Identifier (ASI) for SMQC graduates. The ASI is critical in aiding planners and other leaders in determining the training requirements for Soldiers who deploy in support of the radar and identify Soldiers who have been trained on this unique operations weapon system. Past graduates of the SMQC can contact the Sensor Management Branch education technician to receive or inquire about course credit and receipt of the ASI. The Army Space Personnel Development Office is completing the process for sensor manager positions to be designated as Space Cadre billets.

The branch recently opened a new classroom complete with an eight-crew training laboratory which replicates a real-world operations center with dedicated Command, Control, Battle Management, and Communications system workstations. The lab utilizes the latest technology available in Missile Defense mission command applications. It will better enable instructors and students to "train as you fight" in a realistic learning environment.

A lot of progress has been made within the Ground-based Midcourse Defense (GMD) Branch as well. The organization accepted responsibility for the GMD Operator Course as of Dec. 1, 2011. The instructors are hard at work bringing the courseware materials up-to-date and in compliance with TRADOC standards. The instructors also augment mobile training teams to train Soldiers at Fort Sill, Okla., and Fort Rucker, Ala. Twelve mobile courses were provided, educating more than 400 Soldiers. The Command Launch Equipment Course is under development, for implementation by next fall. Finally, in order to professionally develop GMD operators throughout their careers and identify those individuals who will serve as "master gunners," the Master Gunner Program was established. It consists of four courses, culminating in a Master Gunner Board where participants will compete in an oral selection committee. Courses include the Training Management, Advanced Operations, and Leader Development sessions. Individuals can take one or all of these courses throughout their career to meet the organization's requirements.

In support of the Ballistic Missile Defense System (BMDS) asset management process and a demand for training Warfighters on these important activities, the division developed the BMDS Asset Management Course. There were seven courses with 81 graduates in 2011. In compliance with the Army's Learning Concept for 2015, an effort to maximize online teaching is in place. In a collaborative effort with the Missile Defense Agency, the GMD branch has developed online instruction. This step will reduce classroom discussion on this topic and focus on hands-on training.

Training Support Division

By Chip Graves

At the beginning of fiscal year 2011, DOTD took a bold move to change the contract vehicle for its contractor employees. In partnership with the Contracting and Acquisition Management Office-West, the contract vehicle changed from a firm fixed price to a cost plus contract. Savings from this move are about \$1 million. The Training Support Division also converted 14 out of 15 contract positions to Department of the Army Civilian positions, resulting in a savings of \$1.5 million.

Next, the Training Support Division managed and coordinated the overall program for the Command Inspection Program (CIP). The CIP consists of nine major areas and 50 sub-areas. DOTD ensured the primary and alternate action officers had the correct checklists and points of contact for their respected areas. The Training Support Division was successful in passing all areas of responsibility on the fiscal year 2011 CIP.

DOTD completed construction on two classrooms at Building 20K. These classrooms will facilitate a permanent residence area to deliver the Sensor Manager Qualification Course and the Distributed Common Ground System-Space Operations System training. By providing the instructors with a permanent space, there have been vast improvements in the following areas:

- Saves approximately one day's worth of work per course transporting, setting up, and tearing down the classroom.
- Training aids are more realistic as they do not need to be made for easy transportation.
- Permanent classrooms become known within the community; avoids having students show up at the wrong location.

Lastly, the Training Support Division initiated a building concept project to consolidate all Space and Missile Defense classes into one location. This building will provide classrooms, labs, and inside and outside training for all Space and Missile Defense courses taught by the Space and Missile Defense Institute of Excellence for Education and Training