

Looking back/ looking ahead

Our role in transformation



CSM David L. Lady
Command Sergeant Major,
U.S. Army Space and Missile
Defense Command/U.S. Army
Forces Strategic Command

By **CSM David L. Lady**

We are an Army at war, supporting a nation at war. We are transforming our Army to win the current war and deter or win future wars.

U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command (SMDC/ARSTRAT) exists to deliver Space-based capabilities to the nation. As we think about this, one point I want to drive home is that the Army's Space cadre, delivering critical Space-based capabilities to our nation, includes many excellent enlisted Soldiers. We have enlisted Soldiers operating and monitoring early missile warning, satellite control and Space support systems, all in our global war on terrorism.

The responsibilities of junior Soldiers on the Defense Satellite Communications System Operations Center floors, in the Joint Tactical Ground Station vans and at the Regional Satellite Communications Support Centers are greater than I exercised even as a brigade-level command sergeant major! Crucial decisions are regularly made by these Soldiers, often with mere minutes to react to enable satellite communications throughout the globe and to warn theater headquarters of possible enemy missile activity.

With this in mind, SMDC/ARSTRAT will do its part to transform the Army while fighting the current war. And we will be ready for future wars.

Progress has been made in the three critical mission areas that our commanding general identified at the beginning of 2004. SMDC's support of the global war on terrorism has paid a large national dividend. In the past year, our Space Support

Elements (SSEs) have been assigned into the first three Units of Employment (UEX), and our troopers with the first UEX, 3rd Infantry Division, are certified and have deployed. Their experiences and successes in Iraq will convince the Army of the proper organic Space support structure in maneuver headquarters, and will determine the way ahead for further "normalizing" of Space operations in the Army.

Each of these teams contains enlisted Soldiers, in a combination of assigned and augmenting personnel. Our Soldiers on the Army Space Support Teams (ARSSTs) and the SSEs are not only facilitators of reach-back capabilities, communicating needs and assisting in the creation of Space-enabled products, they are also Space peer-proponent moving among their fellow enlisted Soldiers in the supported headquarters. They offer insight and suggest ways Space capabilities can be brought to bear against the problems at hand.

Our Soldiers are serving well, and our role as SMDC/ARSTRAT leaders is to transform this enlisted force to be even more capable members of the Army Space cadre. This is the thrust of SMDC/ARSTRAT's Noncommissioned Officer Development Program. This program has two key aspects: to inform the enlisted leaders of Army and SMDC/ARSTRAT priorities and to develop individual and small unit training programs that enable our Soldiers to be full partners in accomplishing these priority missions.

To this end, two very important NCO development conferences informed our enlisted force



Participant of the 2005 SMDC/ARSTRAT Command Sergeant Major Senior Noncommissioned Officer Conference

in January 2005: The Sergeant Major of the Army's Nominative Command Sergeant Major Conference, and the SMDC/ARSTRAT Senior NCO Conference. This was the fifth Sgt. Maj. of the Army Nominative Conference, but the first SMDC/ARSTRAT Senior NCO Conference in at least three years.

Secretary of the Army Francis J. Harvey and Chief of Staff GEN Peter J. Schoomaker were keynote speakers, emphasizing that America is a nation at war. To win this war, America must meld all elements of the national power in a determined and relentless campaign to defeat enemies who challenge our way of life. This is not a "contingency," nor is it a "crisis." It is a new reality. This new reality requires that Soldiers and Army civilian workers adopt a new mindset: a joint and expeditionary mindset. We will always fight as part of the joint armed forces team. We will be based largely in the U.S., but will regularly deploy as expeditionary units into forward areas, for training as well as for operations against the worldwide enemy.

They discussed how the Army has changed policies to stabilize Soldiers and families at stateside installations for a larger part of their military careers. They defined how the Army is restructuring active and reserve components to place specialties in greatest demand into the active component, reducing war zone reliance on the Reserves and National Guard.

At the SMDC/ARSTRAT Senior NCO Conference, LTG Larry J. Dodgen and his deputies emphasized the place of SMDC/ARSTRAT within both U.S. Strategic Command and U.S. Northern Command. Fleet Command Master Chief William N. Nissen and Marine Sergeant Major Dennis S. Frye, attended our conference to review the role of NCOs in all the services as all services transform to be

more effective in fighting this war.

Our SMDC/ARSTRAT leaders spoke on the transformation of this organization, reviewing the support the command will continue to provide warfighting organizations and initiatives such as fielding SSEs into the deploying divisions to provide further and even more effective Space support to warfighters.

Our SMDC/ARSTRAT brigade commanders both renewed their commitment to leader development and restated their reliance on the NCO Corps to accomplish all missions and to take care of Soldiers and families.

Schoomaker stated, "... the institutional Army must be as adaptable as the operational Army." The officer and NCO education systems must adapt to provide education to leaders at the right time in their careers; promotion policies must be re-examined to see what changes will better support an Army at war. Force developments and acquisition processes must change to keep pace with the needs of deployed units. At the SMDC/ARSTRAT Senior NCO Conference, Michael Schexnayder, deputy to the commander for Research, Development and Acquisition and Kirby Brown, Battle Lab director, Future Warfare Center, highlighted the ability of this command's Future Warfare Center to rapidly create or update Space operations doctrine and to supply advanced equipment to our ARSSTs and other deployed elements.

Both conferences were great opportunities for leaders to hear and answer their Soldiers' concerns and questions. Both are capstones to Army and SMDC/ARSTRAT professional development programs. Both have such great value that they will take place next year despite the pace of current operations.

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A second aspect of this command's NCOOP is found in the emphasis on making our Space Warriors effective Land Warriors. Let us remember that it was leadership ability, field savvy and high standards of SSG Gregory Singer of ARSST 5, attached to Headquarters 1st Marine Expeditionary Force (1MEF) which led to his being selected as "field first" for a 100-person Marine Corps Headquarters during Operation Iraqi Freedom. Our Soldiers must be able to take lives, save lives and sustain a maneuver warfare pace to succeed on the battlefield.

Our command training guidance has six operational priorities through fiscal year 2006: 1) supporting the

warfighter in the global war on terrorism, 2) achieving Initial Operations Capabilities for the Ground-based Midcourse Defense, 3) defining and activating USSTRATCOM's Joint Functional Component Command-Integrated Missile Defense, 4) continued definition of our role as the Army Service Component Command to USSTRATCOM, 5) continued development of the SSE and the redesign of the ARSSTs and 6) continued support to the Missile Defense Agency.

None of these missions will be easy, but all will be accomplished. Our enlisted Soldiers will be part of each of these missions, and our enlisted Soldiers are a key concern as the Army's Space

cadre FORMAL (Force Management Analysis) expands the Army Space cadre to include SMDC/ARSTRAT Soldiers and enlisted Soldiers serving in Space-enabling duties in other commands, while developing better processes to access, train, utilize and retain Space-experienced enlisted personnel.

The force of Army Space professionals will only increase in usefulness and effectiveness as we develop a larger and stronger team of commissioned and enlisted Soldiers to secure the high ground for the nation.

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is to publish it biennially and to more fully establish the Army Campaign Plan and joint operating concepts as the plan's foundation.

Force Management Analysis (FORMAL)

The 2001 Space Commission's recommendation to develop a Space cadre was followed by the endorsements of Department of Defense directive and Congressional mandate. To comply with these requirements, the Army G-3 determined that the FORMAL process was the best method to comply with these requirements and designated the SMDC to take the lead in conducting this process. The FORMAL process is a forum that allows for horizontal and vertical integration of all Army stakeholders in defining, identifying, developing and managing the Army's Space cadre.

The FORMAL process has four phases. The objective in Phase I is to establish a definition for the Army Space cadre that can be used in the remaining phases to identify the potential cadre pool. Phase II requires all Army stakeholders to use a vertical analysis to identify the personnel, organizations, roles, missions and functions that fall within the cadre definition. The Army G-1 will

conduct a functional review in Phase III to develop comprehensive courses of action (COAs) that support the management of the eight life cycle functions (structure, acquisition, individual training and education, distribution, deployment, sustainment, professional development and separation) of a Space cadre. In Phase IV, a comprehensive analysis of DOTMLPF domains to build the recommended Army Space cadre strategy will occur. The Army Space Cadre FORMAL (ASCF) concludes with a briefing to the Vice Chief of Staff, Army in August 2005 that will present the recommended strategy and COAs for implementation.

The initial meeting of the ASCF was held on July 23, 2004, in Arlington, Va., with representatives from the Office of the Department of Defense Executive Agent, Air Force and Navy in attendance. The other services discussed their efforts to define Space cadre and to develop training and educational programs. The Headquarters, Department of the Army proponent addressed the "way ahead" for the ASCF process and requirements for Phase I. During the Phase I Council of Colonels (Sept. 8, 2004), the council reached consensus concerning the initial definition and determined the disposition of issues/concerns presented by

various stakeholders.

Phase II began with an action officer meeting in September. This meeting organized a pool of Space professionals for use in further defining the Space cadre and developing management policies and strategy.

Conclusion

The continuing effort to design SSEs will help Space operations deliver maximum support to Army missions. Providing education and training to Space professionals based on the lessons of operational experience is also essential in operationalizing Space. To institutionalize Space activities, they must become part of the way the Army thinks and fights. The timely development of doctrine, the more frequent analysis of Army Space mission needs and priorities and the development of a Space cadre that promotes the career field more firmly place Space in Army institutions and operations.

Brian Hermes is a technical writer-editor in the Doctrine Branch of the Directorate of Combat Development in Arlington, Va. He came to U.S. Army Space and Missile Defense Command in 1998 with 22 years of Federal civilian experience in publication production at the Office of the Federal Register and the Navy Tactical Support Activity.