

April 28, 2022

United States Space Force



Presentation

Before the House Appropriations
Subcommittee on Military Construction
and Veterans Affairs, and Related
Agencies

Quality of Life in the Military

Witness Statement of
CMSSF Roger A. Towberman
Chief Master Sergeant of the U.S. Space
Force

April 28, 2022



BIOGRAPHY



CHIEF MASTER SERGEANT OF THE SPACE FORCE ROGER A. TOWBERMAN

Chief Master Sergeant of the Space Force Roger A. Towberman serves at the highest enlisted level of leadership, and as such, provides direction for the enlisted force and represents their interests, as appropriate, to the American public and to those in all levels of government. He acts as the personal adviser to the Chief of Space Operations and the Secretary of the Air Force on all issues regarding the welfare, readiness, morale, proper utilization and development of the U.S. Space Force. Chief Towberman is the first chief master sergeant appointed to the highest noncommissioned officer position.



Chief Towberman entered the Air Force in September 1990 and his career has included various duties as a ground and airborne cryptologic language and intelligence analyst. Throughout his career, he filled myriad leadership roles at the squadron, group, wing, Numbered Air Force, Major Command and Combatant Command level, while stateside, overseas and deployed. His deployments included supporting Operations Joint Forge, Allied Force, Northern Watch, Southern Watch, Iraqi Freedom, Enduring Freedom and Unified Protector. As a Career Enlisted Aviator, he logged more than 4,500 flying hours.

He entered the United States Space Force on April 3, 2020.

EDUCATION

1995 Pacific Air Forces Airman Leadership School, Hickam AFB, Hawaii
2002 U.S. Air Forces in Europe Non-Commissioned Officer Academy, Kapaun AB, Germany
2002 Joint Advanced Tactical Signals Intelligence Training Program, Naval Strike, Air Warfare Center, Fallon, Nev. 2004 Associate in Communications Application Technology degree, Community College of the Air Force
2006 U.S. Air Force Senior Noncommissioned Officer Academy, Maxwell AFB, Ala. 2009 U.S. Air Force Chief Master Sergeant Leadership Course, Maxwell AFB, Ala.

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2014 Air Force Smart Operations for the 21st Century, University of Tennessee, Knoxville, Tenn.
2014 Enterprise Leadership Seminar, University of North Carolina, Chapel Hill, N.C.

ASSIGNMENTS

1. September 1990-October 1990, trainee, Basic Military Training, Lackland AFB, Texas
2. October 1990-December 1991, student, Defense Language Institute, Presidio of Monterey, Calif.
3. January 1992-May 1992, student, Goodfellow AFB, Texas
4. May 1992-March 1997, Systems Operator and Collection Manager, Wheeler Army Airfield, Hawaii
5. March 1997-March 1999, C2 Network Analyst, Kelly AFB, Texas
6. March 1999-August 2007, Superintendent, Standardization and Evaluations, Flight Chief Airborne Operations, 488th Intelligence Squadron, RAF, Mildenhall, United Kingdom
7. August 2007-October 2009, Operations Superintendent, 338th Combat Training Sq, Offutt AFB, Neb.
8. October 2009-July 2010, Operations Superintendent, 488th Intelligence Sq, RAF Mildenhall, United Kingdom
9. July 2010-August 2011, Superintendent, 488th Intelligence Sq, RAF Mildenhall, United Kingdom
10. August 2011-May 2013, Superintendent, 55th Electronic Combat Group, Davis-Monthan AFB, Ariz. (April 2012- November 2012, Superintendent, 455th Expeditionary Operations Group, Bagram, Afghanistan)
11. May 2013-September 2014, Command Chief Master Sergeant, 480th Intelligence, Surveillance and Reconnaissance Wing, Joint Base Langley-Eustis, Va.
12. September 2014-August 2017, Command Chief Master Sergeant, 25th Air Force, Joint Base San Antonio- Lackland, Texas
13. August 2017-November 2018, Senior Enlisted Advisor, Assistant Secretary of the Air Force (Manpower and Reserve Affairs), Pentagon, Washington D.C.
14. November 2018-December 2019, Command Chief, Air Force Space Command, Peterson AFB, Colo.
15. August 2019-August 2020, Command Senior Enlisted Leader, U.S. Space Command, Peterson AFB, Colo.
16. April 2020- Present, Chief Master Sergeant of the Space Force, U.S. Space Force, Pentagon, Arlington, Va.

MAJOR AWARDS AND DECORATIONS

Legion of Merit Bronze Star

Meritorious Service Medal with four oak leaf clusters Air Medal with ten oak leaf clusters Aerial Achievement Medal with seven oak leaf clusters

Joint Service Commendation Medal

Air Force Commendation Medal with two oak leaf clusters Air Force Achievement Medal with two oak leaf clusters

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OTHER ACHIEVEMENTS

1995 Distinguished Graduate, Airmen Leadership School

2002 Distinguished Graduate, Noncommissioned Officer Academy

2005 Senior Noncommissioned Officer of the Year, 488th Intelligence Squadron 2006 Distinguished Graduate, Senior Noncommissioned Officer Academy

2006 Chief Master Sgt. James M. McCoy Academic Achievement Award, Senior Noncommissioned Officer Academy 2006 Air Force Intelligence Awards Program, Active Duty Senior Noncommissioned Officer of the Year, 8th Air Force 2007 Airborne Mission Supervisor of the Year, 55th Wing

2007 Electronic Warfare Senior Noncommissioned Officer of the Year, 55th Wing

FLIGHT INFORMATION

CEA Status: Master Enlisted Aircrew

Flight Hours: 4,574 including 3,748 combat support

hours Aircraft Flown: RC-135V/W/U

EFFECTIVE DATES OF PROMOTION

Chief Master Sergeant of the Space Force April 2020

(Current as of January 2022)

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Introduction

Chair Wasserman Schultz, Ranking Member Carter, and members of this Subcommittee, thank you for your support and dedication to bettering the quality of life of our Guardians. I am incredibly honored to address you, express the needs of our service, and thank you for your positive impacts on the lives of our Guardians and their families. You have my deepest and most sincere appreciation for your enduring and steadfast support to our country and our service members.

The most decisive warfighting advantage in history; is without question, our people. Our Guardians do not just develop, employ, and advance space power for the Nation, they are the space power for our Nation. Their commitment to our way of life and each other is present in all they do and, if called upon, like their counterparts in any other armed service, their commitment extends to death. Ensuring our Space Force commits to each Guardian in a manner commensurate with their commitment is the reason I get up each day. Connecting with them and helping them connect to one another is critical to our operations and our way of life. Because their service is voluntary and unconditional, the leadership, training, facilities, and care we provide them and their families are inextricably linked to how we carry out our National Defense Strategy. Their experience as Guardians, and the experience of our military families, are directly connected to our continued ability to recruit and retain our warfighting advantage. The importance of the quality of the ecosystem in which they live and work cannot be overstated. Quality of life is not something we do for them, it is part and parcel of our warfighting advantage and the very reason for our mission's success.

Recruiting, growing, and retaining our space warfighting advantage requires the best quality of life possible and we remain committed as a service to doing everything we can, with

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all resources and authorities at our disposal, to provide it. We are seamlessly connected to our Air Force teammates in many of these endeavors while remaining an important and distinct voice to the Department of the Air Force. Many of the things which matter greatly to our Guardians: unaccompanied and privatized housing, child development centers, and base military and family services are carried out as team efforts and I am incredibly proud of the direct and important support we receive from the Air Force. We simply could not succeed without their help and resources. Beyond our teaming efforts, we are doing what we can to provide an experience specific to Guardians and their families when we can and we are committed to curating innovative new strategies to address new or specific needs as they emerge. Your help matters and I look forward to our continued success working together to deliver the best experience possible to our uniformed and civilian Guardians and their families.

Department of the Air Force Level Efforts

As a Department, or as the supported partner of the Air Force, we work together on some of the most important Quality of Life efforts. Sexual Assault Prevention and Response, Suicide Prevention, Military Childcare, Military Spouse Licensure, Unaccompanied Housing, and Privatized Housing are a few examples of the important programs and initiatives which we tackle and will continue to tackle as “One Team”. I could not ask for a better partnership than we have with the United States Air Force.

The one team effort I would like to specifically highlight is our Fortify the Force Initiative Team, the Chief Master Sergeant of the Air Force and I recently launched together. As co-champions of this bottom up, grassroots approach to identifying barriers to resilience, comprehensive fitness, and holistic health we believe we will find new ways to invest in our Guardians and Airmen as well as show our undivided commitment to their well-being.

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Increasing meaning in the work they do to ending interpersonal violence and self-harm is paramount. The initiative has already brought thousands of Guardians and Airmen together to discuss the barriers they see from their perspective. While there remains much work to do, I see genuine reason to believe we will make a difference and I look forward to future discussions about the success we find and the lessons I know we will learn.

The Guardian Ideal and Value Proposition

In addition to the important and varied efforts we are tackling as a team, our small and mission-focused service has some unique challenges and opportunities. At the moment, we have a specific and fleeting opportunity to tailor some quality of life efforts deliberately for the Space Force. Because our highly specialized and operationally focused workforce relies on teamwork and connection to succeed, we are working hard to operationalize Connection and our other core values of Character, Commitment, and Courage. These values underpin our unique identity and culture and are a key component of our Guardian Ideal and our Guardian Value Proposition. The Guardian Ideal is our human capital guide and the Guardian Value Proposition. Once completed, it will represent everything the service has to offer to prospective or current Guardians to earn their important and voluntary service. It is meant to spell out, quite deliberately, our commitment to them in the balance of their commitment to us. It is our goal to be an ‘employer of choice’ for young Americans and we are proud of the unique opportunity the Space Force offers to serve one’s country and contribute to the unfettered access and freedom to maneuver in space necessary for modernity itself. With your continued help, they will ensure the world never experiences a day without space.

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Recruiting and Retention

As a service, we continue a selection process that provides a comprehensive review of each applicant to determine more than suitability, but a likelihood to thrive in service. We have embarked on an ongoing, comprehensive review of the accessions policy to expand the pool of potential applicants from underrepresented groups and to eliminate any unnecessary barriers to entry. We know as barriers to entry are removed, the talent bar rises, and our ability to remain the best in the world increases. We are conducting sustained interviews and behavioral assessments to achieve a more holistic approach to selecting Guardians. We have moved to a centralized booking model which enables a geographically agnostic approach to find the best talent we can. We will continue to do all we can to enhance our ability to select the best-fit Guardians from the largest and most diverse applicant pool possible.

Because of the elite talent we employ and develop, we are not the only employer looking for their service. The market for STEM talent is competitive and we must deliver a unique and meaningful experience for their families and them if we hope to attract, recruit, and retain the talent we need to fulfill our Space Force missions. While we have been successful to date, we are not resting on our laurels and will continue to improve our efforts to find and recruit these coveted young Americans.

We offer our recruits much more than just a profession; we offer them the opportunity to be an integral part of our family. A recent Joint Advertising Market Research and Studies (JAMRS) data shows travel, experience, and work skills; and education and training are among the top reasons why people have enlisted in the service in the past. We will continue to value these things while facing the reality that they will not be enough in the future. It is the entire

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ecosystem that will attract and retain them and we are doing all we can to look as holistically as possible at why they serve.

Space Force End-Strength

To meet mission requirements established in the National Defense Strategy, the Space Force must increase our force end strength from over 7,000 Guardians to 8,600 by the end of FY23. A large part of our future growth will be roughly 1,000 individuals from inter-service transfers.

This end strength growth directly improves readiness and lethality by increasing personnel in our fighting force – our deltas. It also provides the manning necessary to continue readiness improvements by increasing Guardians for space missions.

Conclusion

Chair Wasserman Schultz, Ranking Member Carter, and members of the Subcommittee, thank you again for this opportunity to represent our incredible Guardians and their families. Your Guardians, supported by some of the strongest families our nation will ever know, stand ready to serve and it is our mission to support them with the highest caliber of resources and care we can provide.

Thank you for the opportunity to give insight into the quality of life of our Guardians. We appreciate your continued support for our brave Guardians, their selfless families, and the communities they serve. It is your commitment to protect the quality of life initiatives they need to confidently defend our nation that allows them to proudly serve our great nation. Thank you for your leadership and continued commitment to providing the resources and oversight necessary to care for our Guardians as they take care of us.