

NOT FOR PUBLICATION UNTIL RELEASED  
BY THE SUBCOMMITTEE ON READINESS  
UNITED STATES HOUSE OF REPRESENTATIVES

DEPARTMENT OF THE AIR FORCE  
UNITED STATES SPACE FORCE

PRESENTATION TO THE  
SUBCOMMITTEE ON READINESS  
UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: The Fiscal Year 2022 U.S. Space Force Readiness Posture

STATEMENT OF: General David D. Thompson, Vice Chief of Space Operations  
United States Space Force

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## INTRODUCTION

Chairman Garamendi, Ranking Member Lamborn, and distinguished members of this committee, thank you for the opportunity to testify on the current status of, and future plans for, the readiness of the U.S. Space Force. On behalf of Chief of Space Operations General John W. “Jay” Raymond, I appreciate this committee’s collaboration and strong support as we work together to build and sustain the ready space forces our nation demands.

**Space is a vital national interest.** Every instrument of U.S. and allied national power is underwritten by a secure, stable, and accessible space domain. The Joint Force relies heavily upon space-based capabilities and, without them, the Department of Defense (DoD) would be hard-pressed to meet its warfighting objectives. The entire world is increasingly reliant on services provided by or through satellites, fueling a strategic competition in the space domain that is only becoming fiercer. Both China and Russia are deeply engaged in this competition, aggressively and successfully pursuing newer, better, and more numerous space assets and weapons that demonstrate technological leadership, expand their share of the global space marketplace, and prepare them to negate U.S. space capabilities when called upon in war. China famously demonstrated its counterspace capabilities when it destroyed one of its own satellites in 2007 with a ground-launched missile. Today, China operates antisatellite missiles, lasers, and jammers, as well as a satellite in geostationary Earth orbit fitted with a grappling arm. Meanwhile, Russia has deployed lasers and jammers of its own, and beginning in 2019, launched two “Nudol” antisatellite missiles, used a military “inspector” satellite to shadow U.S. platforms, and fired a projectile from the same inspector, which itself is one of several counterspace prototypes Russia has in Earth orbit. Any one of these Chinese or Russian capabilities poses a significant threat, but the greatest challenge lies in the need to counter all of them at once. **Recognizing this reality, Congress established the Space Force on 20 December 2019 to deliberately organize, train, and equip Guardians to protect our vital national interests in space.** General Raymond and I are both grateful to you for this proactive step.

New and novel approaches to talent management, installation administration, space weapon systems sustainment, and force design and presentation are key to General Raymond’s direction for the Space Force to be a lean, agile, and mission-focused force.

While we will extend and defend America’s competitive advantage in peacetime, **the ultimate measure of our readiness is the ability to prevail should war initiate in, or extend to space.**<sup>1</sup>

The Space Force’s legacy readiness construct was designed, in part, for a more benign space environment, but freedom of action can no longer be assumed. **Under Chief Raymond’s leadership and direction, the Space Force is redesigning space readiness to address the new reality of a contested space environment.** Of singular importance is the work underway to stand up the Space Training and Readiness Command (STARCOM) to lead the Space Force’s readiness efforts. Our goal is for the initial operating capability of STARCOM to occur no later than the third quarter of calendar year 2021 to support on-going training and readiness missions and planning efforts.

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<sup>1</sup> “Chief of Space Operations Planning Guidance,” Gen John W. (Jay) Raymond, November 2020.

## INTEGRATION OF THE SPACE FORCE WITH THE JOINT FORCE

### Force Presentation

The Space Force, as a military service under the Department of the Air Force, is responsible for presenting trained and ready forces to Combatant Commands—as the National Space Policy states:

The United States Space Force, and other branches of the Armed Forces as appropriate, will also present forces to the United States Space Command, and to the other Combatant Commands as appropriate, to deliver combat and combat support capabilities necessary to enable prompt and sustained offensive and defensive space operations, and to provide space support to joint operations in all domains.<sup>2</sup>

To do this effectively, the Service is refining its force design: an analytical approach to select the ideal mix of capabilities needed to execute missions in a defendable, resilient, yet affordable way—and it is normalizing force presentation. Under the guidance and direction of the Secretary of the Air Force and Chief of Space Operations, in coordination with the Combatant Commanders, the Space Force will pursue the establishment of Space Force Component Commands within each Combatant Command. As the Space Force matures to execute its full Title 10 responsibilities, Space Force Service Component Commands will be essential to optimize force presentation and globally integrated operations to compete, deter, and win against trans-regional security threats in the 21st Century operations environment.

The Space Force is also actively redesigning its Force Generation model. The Space Force currently presents entire squadrons to Combatant Commands; in the future we will present specific force elements that provide the required combat capability. Headquarters U.S. Space Force, along with Space Operations Command and the operational Deltas, are determining what comprises these force elements and are developing a model for their presentation to U.S. Space Command and the other Commands. **This new construct will align our Force Generation, Readiness and Space Mission Force processes into a cohesive, whole approach.**

### Readiness and Training

**The Space Force training and readiness construct is in the process of being redesigned for a contested space domain and to focus on Space Force’s primarily employed-in-place (EiP) presentation model.** This year we are breaking down units into the previously discussed unique force elements (e.g. operations crew, intelligence, engineers, planners, and equipment) to enable a tailored readiness assessment and will then be aggregated into combat forces for presentation.

Current and planned training and readiness efforts will center on transitioning the Space Training and Readiness (STAR) Delta to a general officer-led Field Command later this year. The Space Training and Readiness Command (STARCOM) will educate and train Guardians for operations across the spectrum of competition, crisis, and conflict and conduct operational test and evaluation of systems in order to validate weapon system performance and effectiveness.

The Space Force has also expanded the depth and breadth of advanced test, training, and tactics development across space disciplines. First, we have new and re-tooled Space Test and Space Weapons

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<sup>2</sup> Executive Office of the President, *National Space Policy*, 85 FR 81755, 16 December 2020.

Instructor Courses that prepare Guardians to succeed in a warfighting domain and optimize integration with the Joint Force. Second, the Space Force is adding seven advanced space training exercises and two Weapons School training events per year. Third, we have expanded our highly successful Space Flags to provide a virtual warfighting-focused “graduation” exercise to all Guardians before they enter their operational crew tour cycles. Finally, the Space Force has developed and is expanding its modeling and simulation capabilities to more effectively support training and exercises.

### **Ranges and Operational Test and Training Infrastructure**

In order to ensure our Guardians are able to fight and win in a high end conflict, we are investing to modernize our operational test and training infrastructure to enhance simulators and ranges, and to provide advanced training threats. The determined effort to steadfastly increase the size, scale, and scope of the space test and training infrastructure will enable warfighters to refine their tactics, techniques, and procedures.

Existing range capability is built around legacy structures. The current Space Test and Training Range (STTR) serves as a ground-based, space electronic warfare (EW) range, primarily for training and exercise support. In addition to Space Force personnel, the Air Force, Navy, and Army utilize STTR satellite bandwidth and other capabilities for testing and training of various electronic weapons systems. As we grow, the STTR’s EW range will comprise just one part of a larger National Space Test and Training Complex (NSTTC). The NSTTC will support test, training, and development of tactics, techniques, and procedures through a combined ground, cyber, and space-based test infrastructure to enable system-of-systems testing in an operationally-realistic and threat-representative environment. The NSTTC is foundational to evaluating space warfighting capability and survivability requirements across the DoD and Intelligence Community to inform system performance, capabilities and limitations.

### **Installation Readiness**

In keeping with General Raymond’s direction to build a lean, agile and mission-focused force, and with the support of the Chief of Staff of the Air Force, the Space Force is leveraging Air Force resources and manpower to operate Space Force bases under a Garrison construct, with installation support managed by the Air Force. Air Force Materiel Command is the designated servicing Major Command to Space Force installations and will provide functional oversight and guidance for Base Operating Support to these installations, while the Space Force mission is executed by operational Deltas with Guardians in the lead.

Water, fuel, power and spares are all critical items that must be managed effectively to ensure Space Force force projection. In FY22, the Air Force will transfer Facilities Sustainment, Restoration and Modernization, unaccompanied housing, and facilities operations funds to the Space Force for execution. Military Construction Total Obligation Authority (TOA) is expected to be transferred to the Space Force by FY24. The Space Force will leverage current Air Force processes to the maximum extent, but utilize its own governance process to prioritize requirements and ensure accountability of TOA transfers.

### **Weapon System Sustainment**

Fiscal Year 2021 marks the first year the Space Force is executing Weapon System Sustainment (WSS) as a separate portfolio from U.S. Air Force. WSS is a ~\$1.4B portfolio for Depot Maintenance, Contract Logistics Support, Sustaining Engineering, and Technical Order costs to sustain over 40 weapon

systems. We foresee FY22 space WSS requirements continuing to increase due to costs associated with maintaining aging weapon systems, while simultaneously fielding and sustaining new systems. **In Fiscal Year 2022, we project that diminishing manufacturing and material shortages, software maintenance, aging system infrastructure replacements, and sustaining new capabilities will all continue to drive growth for our sustainment requirements.**

## SPACE FORCE AS A PEOPLE-CENTRIC SERVICE

### Talent Management for Innovation

To protect U.S. interests in the largest and most cognitively challenging warfighting domain with the newest and smallest branch of Service, the Space Force requires **a bold new approach to developing and managing its people**, both military and civilian, as **a unified, high-quality and diverse force**.

As in all other domains, Guardians must stay ahead of adversaries to give joint commanders and national civilian leadership new space-based security options. This requires a dramatic change in how we attract, recruit, develop, train, and retain talent.<sup>3</sup>

**Our approach, the “Guardian Strategy,”** is built on five mutually supporting lines of effort that combine **deliberate development, digital fluency, innovative talent management, individualized development and engagement** across the entire human capital—hire to retire—cycle. The strategy is aspirational. It is intentionally bold and pushes beyond the boundaries of current public sector talent management concepts. We hope to blaze a new trail for DoD and the federal government in this area.

The Space Force is an intentionally lean organization. Our commitment to recruiting, developing, rewarding and retaining our civilian workforce must be as strong and forward-looking as it is for our military members. Therefore, it is imperative that the Space Force civilian personnel system be agile, streamlined, and simplified to rapidly respond to the speed at which the space domain will evolve. The Space Force is looking to maximize the use of the wide-range of personnel management authorities provided by Congress and already available for use in the Department of Defense.

### Interservice Transfers

The Space Force is actively working with its Sister Services to transfer personnel with space and other backgrounds to the Space Force to fill critical mission and personnel requirements. **Our goal is to ensure warfighter needs are met without disruption or degradation to ongoing missions of the transferring units and with no adverse impact for personnel transferring, while ensuring adequate space experience and expertise remains in the other Services.**

To meet end-strength goals and limitations, the Space Force is targeting between 492 and 702 interservice transfers over the next two years, with 32 transfers from the Army, Navy and Marine Corps in Fiscal Year 2021. This includes both volunteers from a pool of candidates to fill broader Space Force operational, intelligence, acquisition, engineering, and cyber needs, as well as those who volunteer to transfer with specific units: Army Satellite Payload Operations and Naval Satellite Operations Center.

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<sup>3</sup> “Department of the Air Force Posture Statement for Fiscal Year 2022,” Department of the Air Force. May 2022.

The Space Force began accepting applications for these interservice transfers in March 2021 and conducted a selection board with the Sister Services in May 2021. Those selected may begin transferring as early as July 2021, pending scroll approval and completion of other administrative actions. The FY21 and FY22 interservice transfers target members that closely align to Space Force career fields, but will accept applicants from all career fields. Prior to transfer to the Space Force, applicants must be approved for release by their parent Service. By 30 September 2021, we will have approximately 6700 military Guardians in the Service, to include 6000 transfers from the Air Force. By 30 September 2022, our goal is to have approximately 8400 military Guardians in the Space Force, to include the transfers from the Army, Navy, and Marine Corps.

### **Furthering a Digital Workforce**

Building on formal guidance issued by the Chief of Space Operations in Fall 2020 we are creating a digital service to accelerate innovation and released the *Vision for a Digital Service* in early May 2021.<sup>4</sup> **The Vision for a Digital Service is founded on three key tenets** and provides a pathway to a faster, and more innovative and agile service designed to meet the unique demands of the space operating environment: an **Interconnected, Innovative, Digitally Dominant force**. An interconnected force effectively and efficiently shares relevant information with a broad array of stakeholders in support of the mission. An innovative force routinely embraces new approaches and readily challenges the status quo. Finally, a digitally dominant force is an empowered, digitally fluent workforce that advocates for innovation from every angle.

The Space Force will attract, educate, and retain the vital talent we need to cultivate digital fluency among all Guardians, and equip and empower them to unleash their talent and energy toward bold, innovative solutions. The Digital Headquarters represents the ability for all Guardians to make decisions efficiently by removing layers of bureaucracy and enabling and incentivizing data-driven decision making. Finally, the Space Force will drive joint, all-domain solutions in, from, and to space, exploiting advantages provided by interconnected infrastructure and an innovative, digitally-fluent workforce. The Digital Vision will be accompanied by a **Digital Transformational Roadmap**, which will delve into more detail and identify the key ongoing and planned actions required to make progress toward achieving the Vision. The roadmap will be released in summer 2021.

Digital transformation is occurring in operational readiness, talent management (recruiting and onboarding), programming and budgeting, and capability development.<sup>5</sup>

### **THE WAY AHEAD**

In conclusion, the Space Force will continue to build and evolve its unique, space-centric readiness model that places equal emphasis on three key elements: people, equipment, and training:

**Right quantity and mix of personnel;  
Right systems (ground and space, hardware and software); and  
Basic, advanced and continuous full-spectrum training**

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<sup>4</sup> "Space Force Unveils Its "Vision for a Digital Service," Space Force News, 6 May 2021.

<sup>5</sup> Ibid.

This approach to readiness will: advance Joint Warfighter development to build joint warfighting individuals; develop and employ new capabilities as part of our modernization efforts; and build a digital service to accelerate innovation.

I thank Congress for your leadership and support. We are eager to work with your committee to secure our Nation's vital interests.