



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

MEMORANDUM FOR ALL 13S OFFICERS

FROM: HQ USAF/A3SP
1480 Air Force Pentagon
Washington D.C. 20330-1480

SUBJECT: 13S Development Team (DT) Dec 05 Meeting Minutes

1. The DT met at the Air Force Personnel Center (AFPC) from 28 Nov - 2 Dec. The DT provided vectors to Lt Cols and Lt Col-selects, '06 graduating Ops Sq/CCs, '06 graduating IDE/SDE students, scored the 13S records submitted for AFIP, and identified candidates for the IAS program. In all, the board provided input on more than 500 officers. DT members included representatives from HQ USAF, AFSPC, AETC, 14 AF, 20 AF, NRO and AFPC. We were very fortunate to have Maj Gen Roger Burg attend the DT meeting. Maj Gen Burg is the Director of Strategic Security on the Air Staff (HQ USAF/A3S) and the 13S Functional Manager.

2. Maj Gen Burg opened the meeting with some guidance to the team. He emphasized the need and the responsibility inherent of leadership to develop all officers, not just the top 20%. We, as a space community, need to ensure we vector AND mentor all officers to assignments that maximize their potential. Along these lines, he wanted to emphasize that we can do a better job of defining for our officers what constitutes a successful career. Either through implications or words, we seem to be telling our folks that unless you were a commander or a colonel, you haven't had a successful career, which is not the message we want to send to our fellow Airmen. The bar is set high in our Air Force, and "average" is not below the line. It's okay to retire as a major or serve on staff somewhere -- command or rank should not be the yardstick by which we measure success. If our officers are making vital contributions to the mission, then they are successful. In addition, he felt too many senior raters make the claim that officer "xxx" is "ready for command" or "will be a commander" when they fill out the T-ODPs/3849s (clearly, 80% of the officers cannot be in the top 10%). In the end it boils down to whether or not we provide honest feedback/mentorship to our Airmen or do we set them up for disappointment/failure?

Not all top performers will have the chance to command within AFSPC, however. We need to do everything we can to ensure deserving officers, capable of command, are aware of command opportunities outside the 13S career field. We have more capable leaders than we have command opportunities within AFSPC.

A3S also emphasized that we need to recognize there is no "cookie cutter" path to success. In the days of SAC and before we merged space and missiles into one career field, it was pretty easy to define a path to command or promotions. Today's environment requires our space operators to have many skills outside traditional space ops and we need to ensure these officers aren't left off the team.

3. The team made two additional observations. First, too many SURFs/records are out of date. Many SURFs fail to reflect PME completion and current job titles (to include some folks sitting in 13S command jobs). It is each officer's responsibility to ensure that his or her record is complete and up-to-date.

Second, "vectors" from some senior raters fail to take into account timing for promotion or VE boards. Examples include: holding an officer at the wing as a DO or moving a Sq/CC up to a CD position when the officer in question doesn't have a HQ assignment and will meet the next promotion board. 13S officers need "tough" HQ jobs that make them competitive for VE, promotion and or school select status. Senior raters need to look harder at timing when considering moving an officer.

4. For the AFIP board, the primary tools used to score each nominee were: Official records, AF Form 3849/nomination package, SURF. Officers' records were scored similar to those meeting promotion boards. The nominees were scored and rank ordered. The list of names was then forwarded to AFPC for validation. Maj Gen Burg participated on the board.

5. Feedback to Senior Raters: (See para 2 and 3)

6. Feedback to Individuals:

- Perform a records check - some records were missing OPRs for over 2 years!
- Ensures SURF is accurate (Duty titles, AFSCs, Ks, Qs, Ws, Ts, Education & Training)
- Be aware that when T-ODPs are forwarded to AFPC, a Major General, seven Colonels and action officers from AFPC will review it. Therefore, your T-ODP should not be a forum to vent your grievances or make unsubstantiated statements (unless of course you're trying to get someone's attention).

7. The next DT meeting is tentatively scheduled for 15-19 May 2006. Meeting information can be found on the DT website at: www.xo.hq.af.mil/xos/13s/index.html.

8. The meeting adjourned on 2 Dec 05. If there are any questions or comments on these minutes, please contact Lt Col Eric Kile, DSN 223-3695, eric.kile@pentagon.af.mil.



WAYNE P. HUDSON, Col, USAF
13S Career Field Manager/DT Chairman