

This C-note is the first in a trilogy of messages that will define and describe the three lines of effort (LOEs) that I believe are essential to the success of the Space Force. LOE #1, Field Combat-ready Forces, focuses on building resilient, ready, combat-credible forces.

Technology makes space operations possible. But the Space Force does not present technology, systems, or capabilities to the Joint Force; we present space forces. This is a small, but important, distinction. A capable and resilient weapon system will be operationally ineffective if its personnel, expertise, tactical employment, and sustainment are insufficient for the mission. LOE #1 focuses on comprehensively fielding forces - equipment, trained personnel, expertise, and sustainment - that are prepared to conduct prompt and enduring operations against an adversary.

Space forces must be resilient, ready, and combat-credible. Each of these descriptors is important and must be clearly understood. A resilient force can withstand, fight through, and recover from attacks. A ready force has the trained personnel, equipment, and sustainment capacity to accomplish missions and tasks in a high-intensity operational environment. A combat-credible force has demonstrated the ability to conduct offensive and defensive operations against an adversary. All three are important and we must comprehensively account for each attribute in our force design, force development, and force employment activities.

LOE #1 has broad implications for the Space Force. Here are a few examples:

- Our pivot to resiliency must account for on-orbit constellations, ground stations, networks, data, and mission critical support facilities.
- Force design and resourcing recommendations must be “fully burdened” to incorporate crew force requirements, command and control, intelligence, networks, cyber defense, test and training infrastructure, sustainment, and facilities.
- We must have range capacity and representative training devices capable of preparing Guardians to engage a thinking adversary in a realistic threat environment.
- Operational concepts and tactics must be continuously developed, assessed, and enhanced through a service-wide campaign of learning, led by the units entrusted with our systems.
- We must enhance the responsiveness of our sustainment activities through tight integration between capability development and operations.

All these initiatives, and the many others we will pursue under LOE #1, require deliberate updates to doctrine and operational concepts, organizational constructs, training, material acquisition, leadership education, personnel structures, facilities, and policies (DOTMLPFP). Ultimately, the Space Force must field combat-ready forces prepared to outcompete rivals, deter aggressors, and defeat enemies. I have every confidence you are up for the challenge.

Semper Supra!

B. Chance Saltzman

General, USSF

Chief of Space Operations

LOE #2, *Amplify the Guardian Spirit*, focuses on unleashing the creativity, innovation, determination, and patriotism of our force.

The Guardian Spirit is a collective representation of what it means to be a member of the Space Force. It describes the most positive attributes of our workforce and distinguishes us as a separate service. Individuals who embody the Guardian Spirit will thrive in the Space Force; those without it will struggle. Like all ethereal ideas, the Guardian Spirit is easy to recognize yet difficult to explicitly define. At a minimum, those who exhibit the Guardian Spirit share three core traits, which we will expand upon in the forthcoming *Guardian Handbook*.

- *Principled Public Servant*. Guardians who exhibit the Guardian Spirit are principled members of the profession of arms who embody the values of character, connection, commitment, and courage. Selfless public service is the foundation of our organization and the source of the trust the American people place in the U.S. military.
- *Space-minded Warfighter*. Guardians who exhibit the Guardian Spirit are committed to defending the nation, protecting its interests, and defeating its enemies. They have a deep understanding of space operations and are experts in fielding and employing space capabilities against a thinking adversary.
- *Bold and Collaborative Problem Solver*. Guardians who exhibit the Guardian Spirit are bold and collaborative problem-solvers. They engage with, analyze, and debate new ideas and perpetually challenge the status quo. When presented with a problem, they have the courage and persistence to experiment, fail, learn, adapt, and innovate. They are primed to seize and exploit the initiative and comfortable empowering subordinates to act.

Amplifying the Guardian Spirit starts with taking care of Guardians. We will continuously enhance our military and civilian personnel management processes endeavoring to ensure they are transparent, predictable, and professional. As expected of a new service, we have not reliably hit this mark in the past so we will work hard to improve. Furthermore, I expect leadership teams at every level to showcase and reward the Guardian Spirit and suppress activities that undermine it. To do this, we will empower Guardians through the unabated implementation of mission command and establish new avenues for Guardians to share their challenges and innovations. These expectations derive from one core principle: *Guardian talent and expertise is our most important operational advantage*.

Our Nation benefits from a strong Space Force and the Space Force is strongest when Guardians thrive. The health and vitality of our organization depends on our ability to attract, develop, inspire, empower, and retain service members and civilians who exhibit the Guardian Spirit.

Semper Supra!

B. Chance Saltzman

General, USSF

Chief of Space Operations

My last two C-Notes outlined my basic thinking on combat-ready forces and cultivating the right mindset that I call the Guardian Spirit. The third and final LOE that I believe is a must for the USSF is *partnering to win*. This may be last, but certainly not least, as I believe partnering is key to our readiness and getting the most out of our people.

LOE #3, *Partner to Win*, is about strengthening the partnerships we rely on to accomplish Space Force roles and missions. Spacepower is a collaborative endeavor. Even with superlative talent and exceptional capabilities, the Space Force will not succeed without robust joint, coalition, international, interagency, academic, and commercial partnerships.

Partnerships are part of our core structure as a service. For example, we rely on the Air Force for many important infrastructure and sustainment functions – security forces, civil engineers, logisticians, legal, public affairs, and medical professionals to name a few. Additionally, we detail over 7% of our military service members to the National Reconnaissance Office. These attributes make us unique in the DoD.

Partnerships should also act as critical force multipliers and expand our competitive advantage. They are more than deconfliction, coordination, or synchronization mechanisms. We must continue to cultivate partnerships that build enduring operational advantages. This means building partnerships that expand the capacity, capability, and resiliency of our space forces.

To do this, we will eliminate barriers to collaboration. We can address traditional barriers like over classification and incompatible systems through policy. But the partnerships we seek cannot be built on policy alone. The best way to build partnerships is through direct collaboration that is mutually beneficial. We are committed to placing Guardians in positions where they can strengthen critical partnerships. Foreign exchanges, deployments to industry, university partnerships, reverse industry days, security cooperation initiatives, and shared PME opportunities are examples of the initiatives we will pursue under this LOE.

Partnering is not transactional. It is a deeper relationship built on trust and mutual benefit that ensures cooperation will continue even under geopolitical, financial, and adversarial stress.

This concludes my three-part series on LOEs for the service. I hope this generates serious discussion at all levels to ensure we leverage the best ideas as we transform along these vectors. Command teams are empowered to accelerate activities that align with these LOEs and discard activities that don't.

Semper Supra!