

THE

GUARDIAN IDEAL



UNITED STATES
SPACE FORCE

THE GUARDIAN IDEAL

Space is the most physically challenging of all the warfighting domains. Operations in this environment are a contest between nations and others seeking to advance their interests. Those that learn, anticipate, and adapt the fastest will have the advantage in space. Consequently, our Service must create the leaders and military professionals necessary to secure and defend United States' interests in space and execute our missions reliably and effectively as part of the Joint Force. The first Chief of Space Operations (CSO), General Jay Raymond, captured the essence of the need for a Space Force when he said,

"We are forging a warfighting Service that is always above. Our purpose is to promote security and assure our allies and partners. Further, we will deter aggressors by demonstrating the capability to deny their objectives and impose costs on them."

Defending the nation's interests and deterring its potential adversaries in the most expansive warfighting domain is the mission of our country's newest branch of the armed forces. We are *lean and agile* by design, which heightens the importance of every person's contribution and commitment to serve. Our force must be pluralistic, harnessing the strength inherent in our diverse population to defend the Nation. We will remove unnecessary barriers between elements of our force to unleash the potential of every Guardian, both military and civilian, under a new unified force construct. Further, we will deploy force-multiplying technology and tools to enable Guardians to focus their talents on understanding, anticipating, and out-pacing our potential adversaries. Over time, we will increasingly free our Guardians from routine and repetitive tasks using process automation and artificial intelligence so they can *accelerate innovation efforts* and devise new ways to keep our potential adversaries on the horns of a dilemma. In so doing, we will create the military's first *truly digital service*.

We must think differently about talent management for the Space Force to be successful. We are creating a regulated market approach to talent management that integrates and strengthens equity, development, and human dignity. It empowers individuals to pursue pathways that are informed by both their preferences and an understanding of Space Force requirements. To that end, we are designing and implementing a new talent management approach to tap into and build upon each person's unique strengths to power interconnected high-performing teams. These inclusive teams, mission-focused and populated by bold, innovative, and empowered people, are the heartbeat of the Space Force.

This new talent management ideal is different from the current military and civilian human approaches, so support from both Congress and the Department of Defense will be necessary and crucial to enable it. While we work to maximize the use of currently available authorities, our work will require expanded authorities and we are engaged in an effort to provide the Department of the Air Force and the Space Force with the necessary statutory authorities to implement the ideal. Likewise, we will coordinate with the Office of the Secretary of Defense to identify any required changes to Department of Defense personnel policy.

To elevate and strengthen the performance of our teams, we will develop Guardians that possess a deep understanding of the full spectrum of military operations. Even then, the Space Force

GUARDIAN IDEAL

cannot succeed in its mission alone. Future wars will be conducted in all-domains and will be fought alongside our sister services and international allies, meaning every Guardian must *develop joint warfighting mastery* to excel in complex and uncertain operating environments. A team-centric culture will enhance our ability to integrate seamlessly into joint, interagency, and coalition efforts. A collaborative and inclusive approach allows us to develop and strengthen strategic partnerships across the public sector, private sector, and academia, *to deliver new capabilities at operationally relevant speeds and enhance prosperity and security* for the burgeoning space economy.

This focus on attracting, identifying, developing, and retaining a diverse workforce intentionally placed into high-performing teams will enable the Space Force to achieve the Chief of Space Operation's priorities, as defined in the CSO's Planning Guidance, in support of the National Defense Strategy. We will purposefully integrate evidence-based approaches to ensure our Guardians more closely reflect the population they serve because it is a national security imperative. Additionally, our talent management system seeks to expand opportunity for and quality of service by implementing more flexible systems that permit Guardians at every stage of their careers to transition more easily between full- and part-time employment. This system will allow us to assess each individual's contribution potential, and subsequently bring him or her in to the Service at the appropriate grade.

In large measure, standing up the Space Force is directly tied to the nation's recognition that a specialized Service is required to secure and defend the United States' interests in space. We have the responsibility to develop and grow leaders and warfighters who will secure space. Capitalizing on being the newest service since the Air Force was established in 1947, we are taking a fresh approach to talent management with five mutually supporting objectives:

- ▲ ***Connect in a Collaborative Environment***
- ▲ ***Lead Digital Enablement***
- ▲ ***Generate and Engage Talent***
- ▲ ***Develop and Employ Talent***
- ▲ ***Integrate Resiliency***

These objectives build upon each other to shape a new organizational culture with a focus on space as a warfighting domain, emboldening Guardians to produce game changing outcomes. Each objective is essential in strengthening the trust, transparency, and accountability necessary for our teams to excel. Unprecedented and digitally enabled connectedness will underpin our success.

The *Guardian Ideal* is aspirational and will take time to realize fully. We are committed to achieving these objectives on the shortest possible timeline. We are also mindful of the responsibility to all Guardians during this time of transition to a new talent management model and will develop thoughtful transition plans with input and involvement from all levels of the force.

Connect in a Collaborative Environment

Innovation is people driven and requires the ability to connect and collaborate. The purpose of this objective is to set the conditions to create a fearless organizational culture so all individuals can contribute to their full potential. We must remove unnecessary barriers between our officers, enlisted, and civilian Guardians to employ a more unified and universal approach toward talent management. These concepts also apply to the Space Force’s teaming with industry, academia, other governmental agencies, allies, and partners.

The Space Force must take decisive action to establish new expectations for its teams in line with our operating construct and desired culture. *The Guardian Commitment* (see Figure 1) will be a key feature to advance the new Guardian culture and express our values. It is a personalized and action-oriented expression of four values expected of every Guardian: character, connection, commitment, and courage. In *The Commitment*, each attribute has three associated “I will” statements that both the team leader and the team member must take for action. We recognize that many Guardians will be leading in some capacity, but it is appropriate to highlight the heightened responsibilities and expectations placed on those with the privilege of serving in supervisory and command positions.

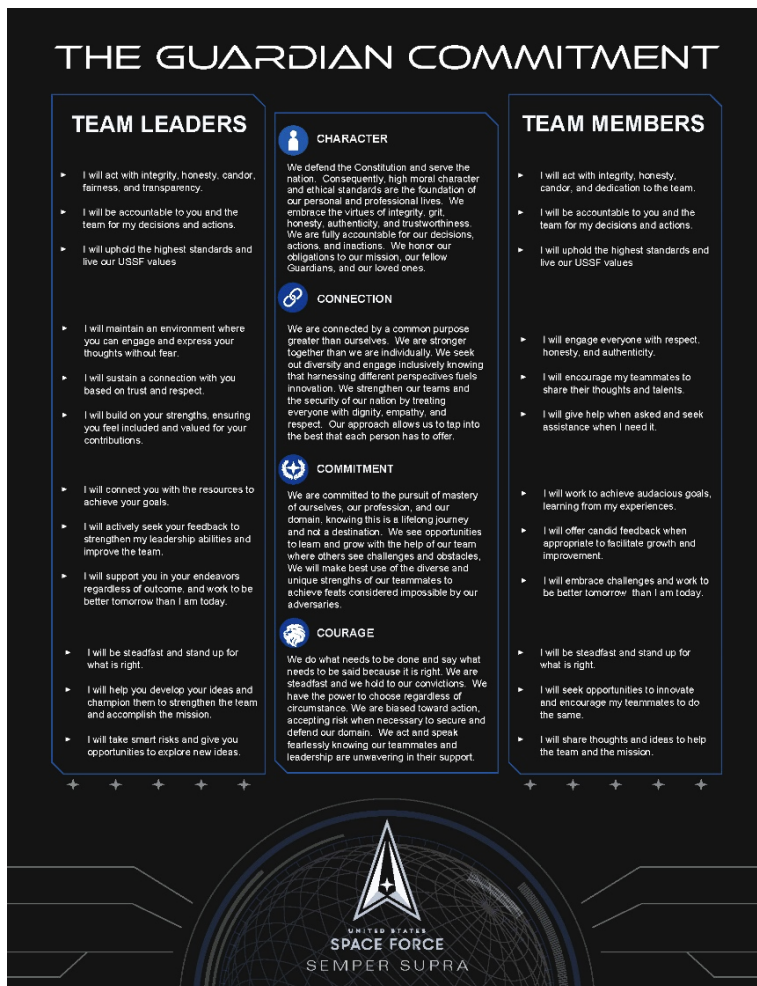


Figure 1. *The Guardian Commitment* (see Appendix 1 for an enlarged version)

Lead Digital Enablement

The Space Force must strive to become a truly digital Service, which will require enhanced levels of digital fluency for every Guardian as described in both the *Digital Workforce CONOPS* and *Vision for a Digital Service*. Digital fluency is foundational to being a Guardian. Full-spectrum digital enablement will allow us to realize the tenets of the CSO's *Planning Guidance* to empower Space Force to be a lean and agile military service. All Guardians will have access to digital services, allowing them to accelerate innovation of operational and business processes and activities. To accomplish this we will create digital solutions, dismantle data stovepipes to establish a digitally enabled culture focused on fostering transparency, communication, and inclusive decision-making.

While all Guardians will require a level of digital fluency to be successful, the Space Force also requires a cadre with mastery of digital competencies to include agile software development, software product management, product lifecycle management, data architecture, data analytics, cyber security, cyber defense and information technology infrastructure. This cadre of cyber warriors, called *Supra Coders*, will form the core of our software coders, data scientists, and information technology experts that will lead our digital efforts across the force.

Generate and Engage Talent

One of the most important focus areas of the Space Force is the effort to find the best and most diverse talent we need to advance our mission contributing to the joint warfight. It is imperative that we get this right--today's new members are tomorrow's Service leaders. One of our primary focus areas is to reflect the nation we serve, a uniquely American blend of diverse perspectives, cultures, ethnicities, and experiences. Reinforcing *The Guardian Commitment*, the three primary objectives of the engagement plan include: 1) strengthen personal connections between team members, 2) provide decision transparency and accountability to the force, and 3) encourage and cultivate an environment that values candid feedback and bold, risk-informed actions and ideas.

Leveraging our strengthened digital competencies, we will design and build a Talent Operations Platform that will improve our capability to engage both internally and externally to the force. This platform will provide increased transparency and interaction with our Guardians while also facilitating more targeted recruiting that features an increased emphasis on assessing potential, and engagement with more diverse candidate pools.

Develop and Employ Talent

Our model for talent development and employment moves beyond generalized development to an individualized approach that provides every Guardian what they need, when they need it. We will invest in individuals where their interests, strengths, and potential intersect with the Service's current and future needs to develop necessary foundational and occupational competencies in each Guardian. Building on the foundational knowledge provided through initial training and education, and solidified with practice and experience, every individual will receive tailored developmental opportunities.

Guardians will have more choices about their future as we migrate from highly structured career paths to a regulated market approach and talent management based on a competency framework. In the near future, Guardians will be able to see the competencies needed for every position in the Space Force and their current competency levels to inform decisions about

development and next steps. We will implement a more comprehensive and consolidated approach toward talent management decisions that looks at the totality of the force, future requirements, listens to the voice of our individual Guardians, and benefits from enhanced assessments and data science.

Integrate Resiliency

The demands of developing, fielding, operating, and sustaining space capabilities as part of the Joint Force will continue to increase as nations expand their capabilities and venture further into Space. In addition, we recognize that stress, adversity, struggles, and setbacks are a natural part of the human condition. These challenges, on top of the demands of national service, make it vital that we integrate resiliency considerations into every aspect of our *Guardian Ideal*. We view resiliency as more than a set of discrete programs; it is integral to how we connect, engage, develop, and care for our Guardians and their families. Our approach emphasizes proactivity and prevention over reaction, starting with the existing resiliency pillars of mental, physical, social, and spiritual.

Additionally, the Space Force will tailor established and proven readiness and family support programs to meet Guardian needs. We also recognize that many of our Guardians have meaningful relationships that do not involve marriage or children. Consequently, we will examine program options to extend support to Guardians in this category, including relationship coaching and counseling. As the Space Force embraces expanded use of different modalities of work including part-time, gig (*i.e.*, project-based), remote, and telework, we will develop new social programs to enhance team cohesion in virtual settings and promote increased connections in the local community.

Space is hard. People *are* the Space Force and the reason we prevail. Guardians deserve our best effort to create, develop and sustain readiness and cultivate their potential. The interconnected and mutually reinforcing nature of the five *Guardian Ideal* objectives mirror the ecosystem of high-performing and diverse teams we are creating in the Space Force—each complementing the other as we move relentlessly toward the desired outcomes. This Ideal, and its nested plans, will evolve over time as we learn and adapt to achieve our goals. *The Guardian Commitment* is our bedrock, built upon our values and put into action by every member of the Space Force. We will embrace these ideals and become unstoppable, with a mindset as boundless as our domain.

Semper Supra!

Annex A: Connect in a Collaborative Environment

Innovation is people driven, requiring the ability to connect and collaborate. Many of humankind's most significant achievements are products of empowered teams operating with a strong sense of purpose and a high-degree of skill—think the CORONA satellite program, the Advanced Research Projects Agency Network (ARPANET), and the moon-landing program. This objective sets the conditions to create a fearless organizational culture where all individuals can develop to their full potential, pursue their personal goals and passions, and act as members of interconnected, high-performing teams. Establishing these as norms will allow the Space Force to achieve the full benefit of mission command as directed in the CSO's Planning Guidance, empowering leaders at every level to take bold, data-and risk-informed actions while making full use of their team's abilities to accomplish the mission. This concept also applies to the Space Force's working with industry, academia, other governmental agencies, allies, and partners.

A.1 Force-wide Expectations

The Space Force must take decisive action to establish new expectations for its teams in line with our operating construct and desired culture. These expectations must be clear and aligned to the new talent management construct. A lack of clarity or misalignment would likely hinder our ability to adopt a new space-centric culture. To speed the establishment and adoption of a new space-centric and team-oriented culture, the Space Force must intentionally create new artifacts aligned with our team-centric culture, enabled by a robust strategic communications and education campaign.

The Guardian Commitment (see Appendix 1) will be a key feature to advance the new Guardian culture and express our values. It is a personalized and action-oriented expression of four values expected of every Guardian: character, connection, commitment, and courage. In *The Commitment*, each attribute has three "I will" statements associated with it for both the team leader and the team member to take for action. Guardians are accountable to upholding *The Commitment* in a new performance appraisal system under development. All of these elements shift focus from individual-based accomplishment to an individual's contribution to the team. Put another way, we develop individuals to strengthen their abilities and we assess how well those individuals function and achieve mission success as a part of interdependent and resilient team of teams. We recognize that many Guardians will be leading in some capacity, but it is appropriate to highlight the heightened responsibilities and expectations placed on those with the privilege of serving in supervisory and command positions.

A.2 Unified Talent Management

Our efforts must minimize barriers that stovepipe civilian, officer, and enlisted members to enable a more holistic development and talent management approach with reduced administrative burden. To attract and retain the new workforce that comprises multiple generations, we will tailor policies and practices to create more equity, flexibility, permeability, and improve retention. We will do this while facilitating implementation of a more unified, and deliberately developed construct. All of the talent management concepts described in this Ideal applies to every Guardian, recognizing there are existing policy and statutory issues that we must address.

GUARDIAN IDEAL

The Space Force is working to shift from managing talent within prescribed career fields, to managing positions based on the competencies and experiences needed to succeed. This will provide an enterprise-wide view to assist individuals to make decisions about developmental and career pathways, either specialized or multi-disciplinary, based on their strengths, interests, and a detailed understanding of what the Space Force needs. As Space Force talent needs evolve, we will codify positions with new competency requirements, incentivizing and enabling our force to adapt based on the principles of supply and demand.

To implement this approach, we will centralize talent management operations in an Enterprise Talent Management Office (ETMO). The ETMO will execute *Guardian Ideal* initiatives in accordance with the Space Force's Deputy Chief of Space Operations for Human Capital-developed policies for all Guardians, military and civilian. This unified approach provides lean, dedicated, and tailored talent management support to each Guardian while enabling consistent application of talent management principles across the force. The Field Commands will also have a streamlined "S1" function to support talent management actions unique and internal to the command, as well as, Human Resource Mission Partners (HRMPs) to interface with the ETMO. The HRMP's primary function is to coordinate between the Field Commands and the ETMO to assist the Field Commands to fulfill their talent management requirements and implement talent management programs.

We are developing an organizational concept to maximize opportunities for full and part-time Guardians. This model allows for permeability with industry and optimizes the work life balance and flexible career management options for all Guardians. It also allows for an expanded reach of diverse candidates to join our workforce and enhances the opportunities available to the force in congruence with deliberate development. Additionally, the Space Force will explore gig employment options to bring on the talent necessary to work on a specific project for a limited duration. Taken together, these expanded career and talent management flexibilities for the Service and our Guardians ultimately lead to a Space Force that is better prepared to meet and adapt to the changing demands of its operational mission.

While working within existing policies, programs, and structures, we seek a fresh approach to attract, individually develop, and retain the best and brightest talent. This approach will integrate enhanced assessments and remove structural barriers to enrich the diversity of our force across all ranks and paygrades. We will invest in improving diversity because inclusion of diverse contributors is a strategic imperative boosting innovation, and generating better outcomes. Organizations with above average diversity realize approximately a 19% increase in innovation. To that end, we have an eye towards the future that includes a 21st Century approach to talent management that capitalizes on a more lean and agile force that partners effectively with other space-interested entities.

Annex B: Lead Digital Enablement

The Space Force must strive to become a truly digital Service, which will require enhanced levels of digital fluency for every Guardian as described in both the *Digital Workforce CONOPS* and *Vision for a Digital Service*. Digital fluency is foundational to being a Guardian. Our service lacks both the numbers of people and the desire to expend unnecessary effort performing routine and mundane tasks. We must use information technology to provide shared situational awareness and foster collaboration, and not simply to digitize existing cumbersome and transactional processes. Common access to data coupled with the tools to exploit it will allow our teams across the Force to operate more effectively. Full-spectrum digital enablement will allow us to realize the tenets of the CSO's *Planning Guidance* to empower Space Force to be a lean and agile military service that is delivering new capabilities supporting all aspects of the culture, organization, and mission. All Guardians will have access to digital services, allowing them to accelerate innovation of operational and business processes and activities. To accomplish this we will create digital solutions, dismantle data stovepipes to establish a digitally enabled culture focused on fostering transparency, communication, and inclusive decision-making. While each of the objectives in the ideal contains significant digital elements, this objective contains the elements that constitute talent management contributions for integration into the Space Force's digital backbone.

B.1 Establish a Digital Cadre

While all Guardians will require a level of digital fluency to be successful, the Space Force also requires a cadre with mastery of digital competencies to include agile software development, software product management, product lifecycle management, data architecture, data analytics, cyber security, cyber defense and information technology infrastructure. This cadre of cyber warriors, *Supra Coders* will form the core of our software coders, data scientists, and information technology experts will lead our digital efforts across the force. They will actively communicate and seek input from across the Space Force and mission partners to facilitate creating the digital solutions to enable talent management initiatives, force modernization efforts, and operations in the space domain. We created and filled 50 of these positions in 2021 and will triple that number in 2022.

B.2 Optimize the Data Infrastructure

As the digital cadre establishes a foundation of digitally enabled Guardians who will lead, train, and develop the digital culture across the Space Force, we must lay the foundation for the platforms, systems, and programs from which to use data in game-changing ways. Working hand-in-hand, the CHCO, Deputy Chief of Space Operations for Technology and Innovation (CTIO), and the Secretary of the Air Force's Chief Data Officer (CDO) will establish data governance, standardize business rules for the Space Force's structured and unstructured data, and enable the modern use of democratized data to increase the accessibility and use of information. Efficient and effective collaboration across the Space Force is achievable when our force speaks the same digital language. A common data vernacular will ultimately unlock rapid and iterative improvements that will refine our talent management efforts, improve our processes, and provide Guardians at all levels with the data and interpretive models they need to inform their decisions.

B.3 Automate Processes

The relatively small size of our force coupled with the demand for speed and agility required to operate effectively in our domain necessitates that we streamline and automate many of routine and repetitive tasks that do not require human discernment, doing so in accordance with all applicable legal and ethical guidelines. We must free Guardians of these burdens to enable them to focus on the work only they can perform, like leading, developing, and engaging with their fellow Guardians. In terms of human resources and talent management, this means the use of robotic process automation (RPA) and data analytic tools and technology, as well as artificial intelligence and machine learning. Data analytics will help to identify potential competency shortfalls in future requirements and support assessments about our effectiveness in developmental programs, applicant tracking and engagement, and similar efforts that are currently manual and consume significant amounts of time, while also reducing error rates and time lags. Guardians will use their digital fluency to team with Supra Coders and others to automate that which can and should be automated. In this way, we will further enable our Guardians to become high-impact space professionals by focusing their time and talent on more complex tasks that require judgment, creativity, and application of operational art.

B.4 Field a Talent Operations Platform

The current human resource information architectures across most of the Department of Defense are aging, disjointed, and incapable of meeting the needs of an agile and digitally capable force. To fully adopt the new talent management concept, the Space Force requires a scalable, cloud-based, and secure platform where members at all levels can access necessary and appropriate information, conduct real-time analysis, and use visualization and decision-making tools. This platform must transparently digest information from the disparate federal and Department of Defense human resource systems, and be able to update those systems when necessary. This “Talent Operations Platform” must also support all Space Force-unique elements to include the competency and developmental feedback framework, all engagement initiatives, the performance appraisal system, and the promotion potential assessment. Additionally, this platform should host robust collaboration and discussion forums to foster candid interactions across the force, to include the most senior leadership. This digitally enabled decision transparency and feedback at all levels will bolster a sense of inclusion, accountability, and trust. This must be a device-agnostic, ubiquitous, and robust digital ecosphere for all things Guardian.

Annex C: Generate and Engage Talent

One of the most important focus areas of the Space Force is the effort to find the best and most diverse talent possible needed to advance our mission of supporting the joint warfighting effort. Today’s new members are tomorrow’s Service leaders; it is imperative that we get this right. One of our primary focus areas is to reflect as closely as possible the nation we serve, a uniquely American blend of diverse perspectives, cultures, ethnicities, and experiences. We are committed to recruiting and retaining that diverse force, to include improving outreach to populations from underrepresented communities. Space Force talent generation and engagement will be career lifecycle-oriented from initial contact with a candidate to beyond separation and retirement (see *Figure 2*). Leveraging a robust digital framework, the Space Force will engage potential, current, and former members to forge and maintain strong and enduring relationships. These relationships will provide timely, relevant, and long-tenured feedback that will enable rapid intervention and longitudinal studies that will improve short and long-term organizational health. Reinforcing *The Guardian Commitment*, the three primary objectives of the engagement plan include: 1) strengthen personal connections between team members, 2) provide decision transparency and accountability to the force, and 3) encourage and cultivate an environment that values candid feedback and bold, risk-informed actions and ideas.



Figure 2. Space Force Talent Management

C.1 Brand and Guardian Value Proposition

The Space Force’s success depends on our ability to attract and retain top talent. The private sector addresses these concerns using an employee value proposition (EVP). The commitment necessary to succeed in the Space Force transcends the transactional connotations inherent in the label “employee,” because we are dedicated to a mission greater than ourselves. The Space

Force's brand and Guardian Value Proposition (GVP) must address, distinctively and intentionally, our responsibilities to our nation, society, and local communities. Our GVP must focus on the culture, rewards, recognition, opportunity, organization, people, and work differentiate us from others.

The Space Force enjoys numerous advantages as an employer that will appeal to talent including: 1) the extensive use of mission command principles that will distinguish us from other organizational approaches, 2) the opportunity to defend the American way of life in the most challenging and inspiring warfighting domain, 3) our great appreciation for, and commitment to, diversity and different perspectives, 4) a team-centric model that encourages cooperation over competition between members, and 5) individualized development plans that account for personal considerations and aspirations. The Space Force will strengthen its brand with a clearly articulated GVP that supports and enables all workforce engagement efforts.

C.2 Targeted Recruiting

The relatively small size of the Space Force and the incredible challenges presented by our domain necessitate a targeted approach to cultivate and secure the diverse talent. Existing models of military recruitment designed to bring in large numbers of people and train them in narrowly defined and limiting specialties is incompatible with our needs. Using the gap analysis of the competency-based position requirements across our Force relative to the competencies of our existing Guardians, the Space Force will use a tailored approach to acquire new talent. This will feature targeted recruiting policies and practices that facilitate generating talent to fill priority short falls wherever they may exist in our force. Space Force recruiters will use strengthened strategic partnerships with other government agencies (e.g., NASA), our University Partnership Program (UPP), and industry leaders in conjunction with new media to identify, engage, interview, and assess potential Guardians to gain insights into their fit with our requirements.

We will also use talent-finding platforms to actively seek out and engage people who may be a good fit with our culture and complement our needs. We will use a blend of current competency assessments, potential-measuring assessments, and behavioral assessments to determine fit within the Space Force. Using instruments that measure potential will improve our diversity and compatibility assessments will improve the quality of person-organization fit within the force. This targeted recruiting assessment approach will also inform inter-service transfers and lateral entry decisions, as well as, private and public sector exchange programs. Lastly, these assessments will better enable recruiters to assess organizational fit in an objective and unbiased manner.

For the civilian component of our workforce, the Space Force must make expanded use of alternative talent management systems. We will also seize other opportunities such as the Affirmative Employment Program and our University Partnership Program to enrich the diversity of our force. Rigid, complex, and slow hiring systems are a barrier to acquiring desired civilian talent. While expansion of the Acquisition Demonstration Project (AcqDemo) authority serves as a useful starting point, the Space Force civilian talent management system must allow us to promote internally, consistent with a reimagined model for uniformed military promotions (*see B.4 Promotion Potential Assessment*). It must also provide increased flexibility in hiring and assignment actions, improve the timeliness of processes, and facilitate continuous engagement with prospective hires in line with best practices in industry.

C.3 Digital Engagement

A digital environment is required to facilitate the inclusive engagement necessary to build the Space Force brand to generate and secure diverse talent. This environment will be a key component of the complete Space Force digital ecosystem that includes the Talent Operations Platform. This external facing environment will augment or potentially replace the current web presence to provide a more immersive and interactive experience. Using a mix of games, assessments, interactive videos, and social media, the public will better understand our mission and future Guardians will begin the socialization process. With the permission of users and in accordance with all applicable laws and policy, we will be able to begin building a profile that will inform talent acquisition efforts.

Visitors to the site will be able to see and apply for all available opportunities across the force. Space Force recruiters will then be able to review all applicants and identify potential candidates based on requirements. This system will automatically update the applicant on their status and next steps based on the actions of the recruiters. Qualified applicants not selected for a position who elect to opt-in, will continue to be tracked leveraging artificial intelligence to identify potential matches to emerging requirements. Individuals selected to join the Space Force will benefit from increased engagements and updates through the hiring and onboarding processes that will reside on the Talent Operations Platform. Until we field this platform, we will post opportunities on currently available platforms, which require manual tracking and follow-up.

Our engagement with Guardians does not end when they leave the Space Force. We will create a “Guardians for Life” alumni network that departing members can choose to join. This will allow us to maintain strong connections to gather feedback, request recruiting support, and welcome back those who desire to return in line with our talent needs. We also recognize Guardians do not serve alone; they have family members who we consider a part of our Service. We will be deliberate in our outreach and connection to family members, including sustaining connections with those affected by the passing away of a Guardian.

Annex D: Develop and Employ Talent

Our model for talent development and employment moves beyond generalized development to an individualized approach that provides every Guardian what they need, when they need it. We will invest in individuals where their interests, strengths, and potential intersect with the Service's current and future needs in order to prepare each Guardian to assume specific roles and responsibilities. Building on the foundational knowledge provided via initial training and education and solidified through practice and experience, every individual will receive tailored training, education, and experiential opportunities to grow skill and expertise in both their occupational competencies and broader military disciplines. Scientific analysis has demonstrated that, on average, teams that are more diverse outperform their less diverse counterparts by at least twenty-five percent, so this system will allow intentional placement of individuals to bolster diverse, multidisciplinary teams based on each person's strengths and competencies. Lastly, Guardian performance in current roles, measured in terms of contributions to their team and the mission, will play a role in determining next steps for development, promotion, future roles, and decisions related to retention.

D.1 Competencies-based Framework

A competency is the combination of knowledge, skills, abilities, experiences, and characteristics that manifest in the behaviors needed in designated roles. Some competencies are foundational to all Guardians, while others are specific to mission sets, occupations, or positions. A competency-based framework for talent management will enable the Space Force to categorize positions based on the foundational and occupational competencies required by those positions. If Guardians aspire to fill certain types of roles, they will be able to see the competency requirements for those positions and seek developmental opportunities, either internal or external to the Force, to ensure they are qualified. Some Guardians will seek to specialize while others will pursue a wide variety of experiences, with both paths valued in accordance with the needs of the Service.

To realize this approach, every Guardian will have their competencies assessed to help inform developmental needs and placement options. Designated competency managers will establish the standards used to assess individual competency proficiency levels and currency requirements. At a minimum, people will take competency assessments tailored to positions or opportunities as a part of the consideration process. Current and relevant competency assessments will enable the Space Force to design and implement a process that aligns to a Guardian's current role and proficiency within the associated competencies that clearly reflects our Service culture.

As described in *Lead Digital Enablement* (see Annex B), we will establish a baseline digital proficiency requirement across the force as described in both the *Digital Workforce CONOPS* and *Vision for a Digital Service*. Furthermore, recurring position reviews will ensure codification of appropriate digital competency requirements. A robust on-demand digital training and education program offered through Digital University will enable our members to develop their digital competencies to their full potential regardless of current position.

D.2 Developmental Feedback and Opportunities

Developmental feedback will focus on strengthening an individual’s competencies and encouraging outward and growth mindsets. Coaching and mentoring programs are central to our continuous developmental and engagement approach. Mentorship programs will match Guardians to share perspectives and insights. This will include reverse mentoring programs to ensure senior leaders gain the insights and perspectives from both underrepresented demographics and more junior members of the force. Coaching programs will focus on helping members to reflect on areas of their personal lives and professional performance they want to improve, in order to develop actionable plans. The combination of the centrally managed and locally executed mentorship and coaching programs will supplement leadership efforts to address Guardian needs for individualized and small group support and enablement.

Building upon mentorship and team performance programs like Project Aristotle, our developmental feedback system will include 360-degree instruments with supervisors, peers, and subordinates using a standardized web-based system and debriefed by a coach. In an inclusive, high-trust, and team-centric environment, mandatory feedback is less important because members feel less threatened by the provider and are much more likely to seek feedback as a consequence.

Individuals providing the developmental feedback will use an online instrument. Structuring feedback in this way helps to ensure it is constructive and aligned to competencies thereby safeguarding a psychologically safe environment and encouraging a growth mindset. The role of the supervisor under this construct is to encourage the member to seek feedback, model feedback-seeking behaviors, provide feedback to the member, and connect the member with the resources to strengthen their warfighting competencies in the identified areas (see Figure 3).



Figure 3. Developmental Feedback Process

While coaching, mentoring, and 360-degree developmental feedback address personal growth and development needs, professional education and other formal developmental opportunities will focus on developing all Guardians, military and civilian, in line with their desires, to meet the needs of the Service and the Joint Force. The Space Force is aligning to Department of the Air Force developmental programs through at least calendar year 2021. In the future, the Space Force will be able to supplement and tailor its developmental program to better address its needs based on the competencies framework. Under this construct, while we will always encourage education and learning based on personal desires, the Space Force will plan for and resource developmental opportunities to prepare its members for requirements of the Service. These opportunities will be available broadly across the workforce, and are not a reward for past performance or discriminator for promotion purposes. As the developmental program matures, we will be able to assess the return on investment of various developmental opportunities based on observed improvements in competency and overall job performance as captured in competency assessments and performance appraisal data. Additionally, supervisors and mentors can use competency requirements of the Service to inform discussions with members about options to pursue their professional goals.

D.3 Performance Appraisal and Climate Assessment

The Space Force will use existing Air Force performance appraisal systems for at least CY2022. During this time, we will develop a system that measures performance across the unified force in the context of *The Guardian Commitment* and remains separate and distinct from competency-based developmental feedback. This system will collect performance and work climate information using a recurring pulse survey format. On-going collection that updates a real time rolling average provides the most accurate and timely understanding of an individual's performance and obviates the need for a separate annual appraisal form. The appraisal component of the survey will consist of expert developed value statements about how the ratee and how the team performs. Qualified experts must design the evaluative statements or questions to reduce bias and potential system manipulation. Successes in industry suggest this approach is not only possible, but produces both superior results and high-levels of workforce satisfaction. Of note, raters do not assess competencies as a part of performance appraisal because doing so undermines the developmental feedback process.

The data for the appraisal will come from multiple sources with different viewpoints, which provide a more complete picture, diffuses the burden of providing potentially negative or non-constructive assessments, and provides added protections against sole source bias or discrimination. Consequently, a multi-source appraisal comes with the added benefits of reducing or eliminating referral reports, reconsideration processes, and litigation based on perceived fairness issues because as previously mentioned, there is no "report." The performance appraisal is a rolling average of scores that are continuously collected. Freed from the administrative burdens inherent in annual appraisal systems, supervisors have more time to engage with and develop their team members.

We will integrate questions related to work climate into the collection of performance-related information. In addition to reducing administrative burden and problematic survey response rates, continuous collection allows identification of problems and interventions, as well as, timely recognition and accolades. The use of a standardized and approved question bank permits longitudinal assessments. Analysis of performance and work climate data will inform judgments concerning the effectiveness of our engagement and developmental efforts.

D.4 Promotion Readiness Assessment

One of the most challenging aspects of talent management is identifying and promoting the best-qualified individuals. Current performance is the best predictor of future performance under similar conditions, but on its own, does not predict adequately how an individual will perform with greater authority and responsibility. The Space Force will field a new construct that assesses promotion readiness using three key indicators: current performance, situational judgment, and other behavioral components of performance.

Any approach that demands a continual and uninterrupted upward career trajectory will drive some vital talent out of the service because of a perception that career opportunities are permanently limited due to a temporary circumstance. Additionally, people sometimes need to shift priorities based on the circumstances in their lives that can result in a short-term leveling in performance. Therefore, to the extent permitted by law and policy, the Space Force promotion process will only include a rolling average of recent performance information. This approach offers the best potential to limit bias and to maintain the focus on the most relevant information. Limiting the performance data timeframe further incentivizes Guardians to take smart risks and learn from mistakes, because failures will not follow them beyond the rolling average window. This system better supports Guardians in their personal and professional lives as well.

While current performance is necessary to identify qualified promotion candidates, it does not address sufficiently the preparedness to assume increased responsibilities. Situational judgment assessments are superior tools for this purpose. Unlike knowledge-based tests, situational judgment assessments measure candidates' ability to address scenarios appropriate to the next grade. Using an approved set of questions and scoring rubric, evaluators can assess how candidates exercise their judgment in complex scenarios.

The final element of the construct builds safeguards against individuals who demonstrate a heightened propensity for derailing behaviors or traits that make them unsuited to holding positions of increased authority over others. Given the relatively small size of the Space Force, promoting individuals exhibiting these behaviors can have significant and long-lasting negative consequences for the organization. Therefore, it is necessary to screen promotion candidates for these behavioral components as proven effective by the Army's Commander Assessment Program. Depending on the circumstances, such screening could allow timely intervention enabling the individual to take affirmative steps toward resolving, or developing away from, identified concerns.

A construct that includes current performance, situational judgment, and other behavioral components affecting performance provides the best insights into who is best qualified to serve in a higher grade. While no system involving human beings is perfect, this framework provides checks and balances, and more points of data, to better decisions.

D.5 Centralized and Concurrent Boards

Our small size coupled with an individualized approach to talent management will allow us to consider the whole person beyond a record of performance for development and assignment. The Space Force will facilitate this more comprehensive and individualized approach to talent management to the maximum extent possible using centralized and concurrent boards. In these various boards, senior leaders will address promotions, assignments, command selection,

GUARDIAN IDEAL

performance-based retention, development program matches, competency framework adjustments, diversity, and recruiting needs in accordance with all applicable law and policy.

These boards will be sequenced to maximize a coherent, unified, and systemic approach to talent management aligned to unified force and mission requirements and will have access to relevant, timely, and high fidelity data to help inform all of their decisions.

These boards will also benefit from member inputs that will enable board decisions that reflect an understanding of Guardians' personal circumstances and aspirations that they want to share with the board. As the performance appraisal system does not penalize temporary rebalancing of personal and professional priorities in the long-term, Guardians can be more transparent, which will allow the boards to make informed decisions that will help develop our talent.

Review of the competencies required to fill projected needs and capabilities of our current force will help to inform placement of individuals in future roles. Supervisors and hiring managers will be able to use the identified pool of qualified and diverse candidates to guide hiring decisions. A more complete view of an individual's competencies and strengths to address any needs of a team will inform these decisions. Any gap analysis of existing and needed competencies and diversity will not only inform development, but also recruiting needs. This framework enables the board to place talent based on the best fit and is not limited to people on a specific career path, or even currently in the Space Force.

During the board process, the Space Force will consider options to incentivize superior performance and separate members who consistently fail to meet performance standards despite efforts to engage and develop them. The primary consideration driving retention and incentive determinations is member contribution to the Space Force, not longevity. Non-retention decisions will follow and employ existing authorities. As this approach evolves and as necessary, we will seek additional authorities through appropriate legislative proposals.

As with developmental programs, the Space Force will continue with existing Air Force board processes until we can transition to our own no later than 2023. In the meantime, development teams in each of the occupational categories will conduct meetings in parallel to facilitate coordination, collaboration, and consistency of approach.

Annex E: Integrate Resiliency

The responsibilities of developing, fielding, operating, and sustaining space capabilities as part of the Joint Force are demanding, and will only become more so as nations increase their own spacepower and expand their reach to the Moon and beyond. In addition, we recognize that stress, adversity, struggle, and setback are a natural part of the human condition. These challenges on top of the demands of national service make it vital that we integrate resiliency considerations into every aspect of our *Guardian Ideal*. Most often, the concept of resiliency is seen as the ability to bounce back from adversity. The Space Force, however, will cultivate and employ a mindset to “bounce forward,” with the goal of learning and growing from hardship to emerge even stronger than before. Consequently, we view resiliency as more than a set of discrete programs; it is integral to how we connect, engage, develop, and care for our Guardians and their families. *Our approach emphasizes proactivity and prevention over reaction*, beginning with the existing resiliency pillars of mental, physical, social, and spiritual, while the Space Force evaluates the need for a new model. In viewing everything that happens as an opportunity to learn and grow, we can take lessons from adversity to strengthen ourselves across the constellation of resiliency: organizational, team, and individual.

E.1 Organizational Resiliency

Space Force resiliency begins at the organizational level, because without the necessary leadership, culture, processes, and resources, team and individual-level resiliency efforts are unlikely to succeed. Additionally, the Space Force has a responsibility to ensure that it structures itself to be resilient in the face of crisis, conflict, disaster and other adversary actions to ensure it can fulfill its responsibilities as described in the National Defense Strategy. Woven together, the objectives of this *Guardian Ideal* set the conditions and create the culture for a resilient organization. The Space Force will intentionally create tailored programs to supplement existing Federal, Department of Defense, and Air Force resources across the resiliency spectrum.

Our continuously collected performance appraisal and work climate assessments will facilitate timely leadership intervention to help individuals and teams address potential issues before they become problems that harm Guardians and their teams. In addition to prevention-oriented programs, the Space Force will design programs that provide response options to ensure its ability to recover and continue its mission in defense of the nation. Resiliency efforts at the Space Force level focus on providing support to units and teams so they can better support Guardians. Our culture must enable Guardians to feel secure and respected to seek help for themselves or another. They must view our mental and emotional health resources as they would the gym or the medical clinic. We will destigmatize mental and emotional fitness in meaningful ways.

E.2 Team and Guardian Resiliency

As with other aspects of development, the Space Force recognizes that fostering robust resiliency requires it to move past a unitary model to a more tailorable approach that addresses the evolving needs of individual Guardians based on their inherent resiliency. While we will take a proactive and preventative approach to building resiliency and preventing unnecessary threats such as interpersonal violence and sexual assault to our Guardians and their families, we must be prepared to respond should the worst happen. Our approach must account for all of those circumstances to support and enable our force.

Consequently, we will provide on-demand modularized training and support to our teams across the force designed to strengthen psychological safety, build trust, and foster genuine connections between team members. Additionally, we will develop an Integrated Resiliency Team (IRT) concept that incorporates a multidisciplinary resiliency approach to address all resiliency components, tailored based on the size and needs of the supported unit and its members. Our intent is to foster and resource interdependent teams with expanded capabilities to self-heal and adapt to meet the physical, spiritual, mental, and social needs of their Guardians (see Figure 4).



Figure 4. Four-component Resiliency Model with Integrated Resiliency Team Support

The *physical* component of resilience focuses on wellness and includes several factors like fitness, ergonomics, nutrition, and sleep hygiene. Physical fitness is a vital component of resilience because it helps the body protect against the negative physiologic consequences of stressful events and mitigates against many chronic conditions. Research shows that best approaches to fitness are year-round and include movement throughout the day, so we will consider wearable activity-logging devices to help Guardians continuously track their activity levels. Further, we will take steps to optimize workplaces to help, and not hinder, physical wellbeing and workflow. Likewise, healthy nutrition and positive sleep habits play a vital role in wellness, so we will collaborate with academia, industry, and other governmental agencies like NASA to devise a more comprehensive, functional and positive approach to wellness to benefit our Guardians and their families.

Spiritual resilience is the ability to retain a sense of values, beliefs, and purpose in the face of adversity. It is critical that Guardians be able to find and hold on to their core beliefs in every possible circumstance. The Space Force will depend on existing Chaplain programs make every reasonable accommodation for our members to practice their religious beliefs, and take active

GUARDIAN IDEAL

steps to ensure it remains a service that does not force members to choose unnecessarily between fidelity to the tenets of their faith and serving their country. Noting that spiritual resilience is not limited organized religious beliefs, the Space Force will provide selected mindfulness training options into appropriate venues based on their proven value in promoting wellness and resiliency.

Mental resilience builds upon, and is interdependent with, its physical and spiritual counterparts. The Guardians' ideal mental framework is a growth mindset that allows us to view all experiences as an opportunity to learn and become better versions of ourselves. The Space Force recognizes that mental fitness and resilience require intentional development and will make full use of qualified experts including coaches, counselors, victim advocates, and mental health professionals. We will embed members of our resilience teams at the unit level so our Guardians will have improved access to resources that target their needs across the continuum of care.

As with every other element, the *social* aspect of resilience intertwines with the others. Connection between members of interconnected and interdependent teams will not only enhance mission effectiveness, it will also strengthen our ability to support our Guardians. While our organizational model permits us to operate as a constellation of teams that come together to accomplish mission objectives, we must stabilize component teams to permit trust and genuine connections to grow. Rotations and reassignment of Guardians must take into account individual resiliency levels and potential effects. The connection and cohesion inherent in tight-knit, high-performing teams provides a strong foundation for organizational and Guardian resilience. Teams provide robustness and the ability to absorb shocks, far greater than an individual can handle.

Additionally, the Space Force will tailor established and proven readiness and family support programs to meet Guardian needs. We also recognize that many of our Guardians have meaningful and impactful relationships that do not involve marriage or children. Consequently, we will examine program options to extend support to Guardians in this category, including relationship coaching and counseling. As the Space Force embraces expanded use of different modalities of work including part-time, gig (i.e., project-based), remote, and telework, we will develop new social programs to enhance team cohesion in virtual settings, while also promoting increased connections in the local community.

Appendix 1: The Guardian Commitment

THE GUARDIAN COMMITMENT

TEAM LEADERS

- ▶ I will act with integrity, honesty, candor, fairness, and transparency.
- ▶ I will be accountable to you and the team for my decisions and actions.
- ▶ I will uphold the highest standards and live our USSF values

- ▶ I will maintain an environment where you can engage and express your thoughts without fear.
- ▶ I will sustain a connection with you based on trust and respect.
- ▶ I will build on your strengths, ensuring you feel included and valued for your contributions.

- ▶ I will connect you with the resources to achieve your goals.
- ▶ I will actively seek your feedback to strengthen my leadership abilities and improve the team.
- ▶ I will support you in your endeavors regardless of outcome, and work to be better tomorrow than I am today.

- ▶ I will be steadfast and stand up for what is right.
- ▶ I will help you develop your ideas and champion them to strengthen the team and accomplish the mission.
- ▶ I will take smart risks and give you opportunities to explore new ideas.



CHARACTER

We defend the Constitution and serve the nation. Consequently, high moral character and ethical standards are the foundation of our personal and professional lives. We embrace the virtues of integrity, grit, honesty, authenticity, and trustworthiness. We are fully accountable for our decisions, actions, and inactions. We honor our obligations to our mission, our fellow Guardians, and our loved ones.



CONNECTION

We are connected by a common purpose greater than ourselves. We are stronger together than we are individually. We seek out diversity and engage inclusively knowing that harnessing different perspectives fuels innovation. We strengthen our teams and the security of our nation by treating everyone with dignity, empathy, and respect. Our approach allows us to tap into the best that each person has to offer.



COMMITMENT

We are committed to the pursuit of mastery of ourselves, our profession, and our domain, knowing this is a lifelong journey and not a destination. We see opportunities to learn and grow with the help of our team where others see challenges and obstacles. We will make best use of the diverse and unique strengths of our teammates to achieve feats considered impossible by our adversaries.



COURAGE

We do what needs to be done and say what needs to be said because it is right. We are steadfast and we hold to our convictions. We have the power to choose regardless of circumstance. We are biased toward action, accepting risk when necessary to secure and defend our domain. We act and speak fearlessly knowing our teammates and leadership are unwavering in their support.

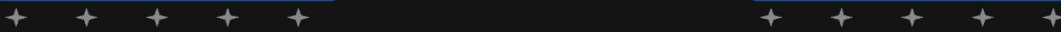
TEAM MEMBERS

- ▶ I will act with integrity, honesty, candor, and dedication to the team.
- ▶ I will be accountable to you and the team for my decisions and actions.
- ▶ I will uphold the highest standards and live our USSF values

- ▶ I will engage everyone with respect, honesty, and authenticity.
- ▶ I will encourage my teammates to share their thoughts and talents.
- ▶ I will give help when asked and seek assistance when I need it.

- ▶ I will work to achieve audacious goals, learning from my experiences.
- ▶ I will offer candid feedback when appropriate to facilitate growth and improvement.
- ▶ I will embrace challenges and work to be better tomorrow than I am today.

- ▶ I will be steadfast and stand up for what is right.
- ▶ I will seek opportunities to innovate and encourage my teammates to do the same.
- ▶ I will share thoughts and ideas to help the team and the mission.



Appendix 2: Key Tasks by Quarter

October to December of 2021

- Achieve ETMO initial operating capability
- Shape combat development team construct and CONOPS
- Publish and communicate *The Guardian Commitment*
- Develop new performance appraisal system concept
- Develop policy and procedures to incorporate continuous performance assessment into existing appraisal systems
- Create Space Force GVP
- Develop targeted recruiting tools, policy, and procedures
- Develop Space Force comprehensive resilience program and policy
- Develop Space Force coaching program
- Explore development an application or architecture to view and track the resilience of the force that imports data from a variety of electronic devices
- Develop unit-led Space Force physical fitness policy and program
- Review spiritual resilience policy to ensure equitable and meaningful support to all Guardians
- Develop Integrated Resiliency Team concept
- Incorporate CHCO's data systems into the CDO's process to make data systems interoperable
- Evaluate organization-wide workload automation needs
- Identify process automation requirements to CTIO
- Submit Talent Operations Platform requirements to CTIO

January to March of 2022

- Identify foundational and occupational competency managers
- Identify fluid (potential) and character assessment instruments
- Identify behavioral assessment instruments
- Develop framework for identifying people best positioned to provide feedback
- Implement Guardian development policy under existing system
- Update USSF curricula to include current resiliency-related education and training
- Develop social resilience program with assessment criteria
- Develop Space Force mindfulness program
- Explore ergonomic and lighting reviews for Space Force workspaces
- Implement RPA pilot to reduce workload via automation
- Delineate roles and responsibilities with appropriate organizations for external facing digital presence and social media

April to June of 2022

- Develop Space Force occupational competencies
- Develop feedback templates aligned to competencies
- Create methodology for assessing effectiveness of development opportunities
- Build a list of training, education, and experiential opportunities (e.g., experience with industry) to facilitate competency development to different proficiency levels
- Design healthy eating programs using a choice architecture
- Develop Space Force sleep hygiene program
- Publish Data Management policies and business rules
- Submit requirements (e.g., gamification, assessment backbone, etc.) to CTIO for external facing digital environment for digital engagement and targeted recruiting

July to September of 2022

- Develop situational judgment assessment concept
- Develop options to strengthen types of support to relationships other than marriage
- Establish proficiency level thresholds and requirements for each competency
- Map competency requirements by position

October to December of 2022

- Create utilization plan to manage Guardian “Supra Coders” and fill additional 100 *Supra Coder* positions
- Develop talent management board structure and structure, processes, and policies
- Develop policy, process, and procedures for talent placement

January to March of 2023

- Develop legislative and policy proposals to address shortfalls in desired authorities
- Develop involuntary separation and retention policy and processes
- Develop officer and enlisted promotion policy for new system

April to June of 2023

- Identify provider of digital content solution for immersive and gamified recruiting and engagement

July to September of 2023

- Develop list of work climate questions that meet DoD requirements for integration into continuous assessment and appraisal framework

October to December of 2023

- Field the Talent Operations Platform
- Assess all Guardians’ competencies

January of 2024 and Beyond

- Automate data governance and management

Appendix 3: Glossary

Bias	A disproportionate weight in favor of or against an idea or thing, usually in a way that is prejudicial or unfair.
Coaching	A type of developmental opportunity that involves a coach partnering with a client in a thought-provoking process that enables clients to grow personally and professionally.
Cohesion	The strength and extent of interpersonal connection among members of a team that enables mutual support between members and unity of effort in goal achievement.
Competency	The knowledge, skills, abilities, and other characteristics required to perform tasks or functions to varying degrees of proficiency.
Cultural Artifacts	Anything created by a people that represents their culture.
Culture	The symbols, language, beliefs, values, and artifacts that are part of any society.
Development	Specialized training, formal education, advanced learning, or experiential opportunities intended to help members improve their knowledge, competence, skill, and effectiveness.
Diversity	A composite of individual characteristics, experiences, and abilities consistent with the Department of the Air Force Core Values and the Department of the Air Force Mission. Department of the Air Force diversity includes but is not limited to: personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender. The concept of diversity will be tailored as specific circumstances and the law require.
Employee Value Proposition (EVP)	Everything an employer is doing to attract and retain employees. It includes all of the pay, benefits, and rewards that come with being an employee of that organization.
Ethos	The distinguishing character, sentiment, moral nature, or guiding beliefs of a person, group, or institution.
Gig Workers	Individuals who enter formal agreements to provide temporary support to a company or organization.
Human Resources Mission Partner (HRMP)	A function responsible for assisting Field Commands fulfill their talent management requirements and implement talent management programs at the unit level based on an improved understanding of the unique needs of the command.

GUARDIAN IDEAL

Inclusion	The process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.
Innovation	A new idea that has been transformed from concept into practical reality.
Learning	The acquisition of knowledge or skills through reflecting on experience, study, or by being taught.
Mindset	The established set of attitudes held by someone.
Mentoring	An approach to advising and instructing more junior members to enhance personal career, personal, and professional development leveraging the mentor's experience and insights.
Mission Command	A style of military command that combines centralized intent with decentralized execution, which promotes autonomy, speed of action, and initiative, within defined limits.
Psychological Safety	A shared belief that the team is safe for interpersonal risk-taking because members feel accepted and respected.
Psychometrics	The measurement of mental traits, abilities, and processes.
Pulse Survey	A brief survey that is sent out to members on a regular basis (monthly, quarterly, etc.). This survey is essentially a check-in, providing a pulse check on topics such as member satisfaction, job role, communication, relationships, and work environment.
Resilience	The capacity to recover quickly from difficulties.
Robotic Process Automation (RPA)	The technology that allows people to configure computer software, or a "robot" to emulate and integrate the actions of a human interacting within digital systems to execute a process.
Robustness	The capacity to absorb or withstand shock.
Space Disciplines	The Space Force's seven functional disciplines deemed necessary to protect, defend, and project space power include: orbital warfare, space electronic warfare, space battle management, space access and sustainment, military intelligence, engineering & acquisition, and cyber operations.
Talent Management	The intentional and strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organizational objectives in mind.
Wellness	The act of practicing healthy habits on a daily basis to attain better physical and mental health outcomes.