

Headquarters U.S. Space Force

Defense Advisory Committee on Women in the Services

RFI #5

Women in the Space Force

8-9 Dec 2020





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5a. What is your current end strength and how many positions have been filled to date? What is the projection for total end strength?

Response: Our programmed military end strength for FY21 is 6,434; as of 1 Dec 2020, there are 2,206 military members in the Space Force (34%). USAF to USSF transfers will continue well into 2021. This fiscal year, we project to bring in 256 officers and 312 enlisted personnel through Basic Military Training (BMT), Officer Training School (OTS), Reserve Officer Training Corps (ROTC) and the U.S. Air Force Academy (USAFA). Through interservice transfers and the above accession programs, we expect to meet FY21 military end strength.

In filling the current positions, what Service transfer options were used?

Response: Interservice transfer authorities, direct accessions and OPM hiring authorities are the vehicles for officer, enlisted and civilian personnel to join the USSF. As of 1 Dec 2020, approximately 100 of current USSF service members are direct accessions (BMT, OTS, ROTC and USAFA graduates). We focused our efforts in building the USSF to include a higher content of women & minorities where possible to reflect the diversity of the US population. We conduct USAF to USSF transfer boards and target recruiting efforts by employing a broad diversity lens.



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5a. Were any positions filled from industry and/or are there plans to fill any positions from industry?

Response: The positions filled in FY21 are primarily transfer volunteers from the Air Force but the Space Force is very interested in attracting talent from industry. We are actively developing the lateral-entry approach to talent management as part of the Space Force Human Capital Strategy.

5b. What systems, infrastructure, and policies are needed to build an environment that is inclusive to Servicewomen?

Response: This is currently an area under review and will be incorporated into the Space Force Human Capital Strategy. We intend to cover a range of areas, including uniform wear, personnel engagement, performance assessments and promotions. Our size and mission focus support and enable a more intentional and direct connection with all of our members. We are also working towards a more deliberate and individualized professional development pathway that includes building more depth and breadth of experience, as well as educational development opportunities.



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5c. What added flexibility exists for servicewomen to pursue opportunities both within and outside of the USSF (e.g., career intermission program and return to USSF, service in the Reserve Component, special programs not offered within the USSF (i.e., recruiting, instructor duty, etc.)?)

Response: Servicewomen who are space professionals are offered opportunities both in and outside of the USSF. When they are outside of the USSF, they are tracked by their Career Field Manager, to include their return to space-related duties. The USSF will have recruiter, instructor and other similar special-duty assignment opportunities.

5d. What structure, organization, governance, career development, and training are needed to develop an inclusive workplace for Servicewomen?

Response: USSF stand-up includes a focus on building an inclusive workplace across the lifecycle of a member's career and ensuring ample opportunities for professional development, assignments and a myriad of professional military and educational development programs.



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5e. What innovative career models and personnel processes based on a 21st century approach to Human Capital Management are being pursued to recruit and retain Servicewomen?

Response: Efforts are underway that will recommend how to create greater service status permeability. These strategies include the ability to move more easily between active, Guard and Reserve components or even civilian status. This permeability could empower our servicewomen by providing more options for them to decide how to continue to serve in the Space Force when faced with lifechanging events.

What innovative career models and personnel processes based on a 21st century approach to Human Capital Management are being pursued to recruit and retain Servicewomen?

Response: We are reviewing our accession standards and selection processes to determine where we can eliminate or mitigate barriers to women serving. As a result of our initial efforts, we are instituting new assessment criteria that provide a more holistic look at all candidates and strive to eliminate selection biases.



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5f. What leadership roles exist and what is the current percentage of Servicemembers assigned to these positions by rank and gender?

Response: Leadership roles exist in both operational and staff units. The Department of the Air Force conducted voluntary transfer boards this summer and fall, reviewing Space Force transfer applicants in the grades up to O6/Colonel for officers, and up to E9/CMSgt for enlisted. Of those selected from Space operational career fields*:

- 21% of officers are female and 16% of all Colonels are female
- 17% of enlisted members are female and 27% of all CMSgts are female

* Includes Space Operators (officers) and Space Systems Operators (enlisted)

Additionally, there are 6 General Officers in the Space Force; one is female (17%). This member is assigned to headquarters staff. Once the Senate confirmation scrolling process is complete, there will be a total of 17 General Officers, two of which will be female (12%).



USSF

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5g. What authorities are used for (USSF) implementation? Are there any authorities that you would like to have, that you do not have currently?

Response: The FY20 NDAA established the USSF. We are looking to make use of new DOPMA authorities provided in FY19 NDAA, such as developing alternative promotion zones, temporary promotions and lateral accessions. We will continually evaluate where additional authorities might be necessary.

5h. How are you establishing a values-based culture that emphasizes equal opportunity, fair treatment, and respect?

Response: USSF is developing ways to build and maintain a values-based culture based on interpersonal accountability, routine assessment and consistent constructive feedback.

Are there core values that have been developed? What are some of the organizational management practices that are being used to ensure an inclusive environment?

Response: We are developing USSF core values and project a 2021 rollout. We are expanding use of Project Aristotle, which provides individualized developmental coaching & mentoring for Company Grade Officers to the entire USSF workforce (officers, enlisted and civilian members).

“Semper Supra”

