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SDACP & BMC³ Culture Survey

Please take 20 minutes to reflect on our organization's values and culture, and the barriers you are experiencing when it comes to fostering a positive culture. While participation in this survey is voluntary, it is strongly encouraged. Your feedback will be used to develop recommendations so leadership can make informed decisions on how best to foster a positive culture in SZ and BC.

Your responses are confidential, and your identity will not be shared outside of the Booz Allen contractor team that is leading the survey administration and analysis. You may skip questions or stop participating at any time.

Note for open responses, Do NOT provide names of individuals, units, or locations. Remember Privacy and OPSEC guidance and do not discuss or comment on classified or operationally sensitive information. Comments that indicate intent to cause harm to self or others, commit criminal acts, or describe illegal behavior cannot be protected.

For any questions or comments, please contact SZ-BC Chief of Staff and survey action officer, Lt Col Brent L. Davis (ssc.sz.exec@spaceforce.mil) and courtesy copy Ms. Sarah Petit (petit_sarah@bah.com).

Authority: 10 U.S.C.; 8013, SECAF

All records generated as a result of all processes prescribed adhere to Air Force Instruction 33-322, Records Management and Information Governance Program, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Information Management System. And, specific to this survey data, Table 33-42 Rule 7, Office Projects/Studies, backed by NARA disposition authority N1-AFU-90-03 will be followed.

1. What Delta/organization are you assigned to? If your organization is not listed, please select "Other" and specify in the text field below.

[Dropdown Options]

SDACP Front Office (SZ)	BMC3 Front Office (BC)
Innovation and Prototyping (SZI)	Operational C2 (BCC)
Warfighter Expertise (SZY)	Tactical C3 (BCT)
Space Warfighting (SZA)	Data Transport Product Support (BCS)
Command SAP Mgmt. Office (SZS)	Enterprise Data Architect (BCD)
Rapid Reaction Squadron (SZR)	
Advanced Communications (SZM)	
Space Domain awareness (SZG)	
Strat Warning & Surveillance Systems (SZQ)	
Finance (SZF)	Finance (BCF)
Product Support & Acquisition Logistics (SZP)	Acquisition Logistics (BCL)
Engineering & Integration (SZE / BCE)	
Mission Services (SZO / BCO)	
Contracting (SZK / BCK)	
Other	

2. Are you a military, civilian, or contractor personnel with SSC/SZ-BC?

[Branching Question - Informs Question 3 and 4]

[Dropdown Options]

Military	Civilian	Contractor
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3. [IF MIL or CIV] What is your military/civilian pay grade?

[Branched Based on Response from Q2]

3a) [Military Dropdown Options]

E1-E4	E5-E9
O1-O3 Company Grade Officer	O4-O6 Field Grade Officer

3b) [Civilian Dropdown Options]

GS-6 thru GS-9				GS-10	GS-11	GS-12	GS-13	GS-14
GS-15	NH-01	NH-02	NH-03	NH-04	SES			

[IF CTR] Do you work for a Federally Funded Research and Development Center (FFRDC)?

3c) [CTR Dropdown Options]

Yes	No
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4. Please select the statement that best reflects with your background.

4a) [Military Single Choice]

(A) I am a military member, and the Space Force is my first service	(B) I am a military member who transferred from the Air Force
(C) I am a military member who transferred from the Navy	(D) I am a military member who transferred from the Army
(E) I am a military member who transferred from the Marine Corps	(F) N/A

4b) [Civilian Single Choice]

(A) I am a civilian member with no prior military service	(B) I am a civilian member who served(s) in the Air Force
(C) I am a civilian member who served(s) in the Navy	(D) I am a civilian member who served(s) in the Army
(E) I am a civilian member who served(s) in the Marine Corps	(F) N/A

4c) [Contractor Single Choice]

(A) I am a contractor with no prior military service	(B) I am a contractor who served(s) in the Air Force
(C) I am a contractor who served(s) in the Navy	(D) I am a contractor who served(s) in the Army
(E) I am a contractor who served(s) in the Marine Corps	(F) N/A

5. Are you in a supervisory position?

If CIV or MIL [Dropdown Options] - N/A for CTR personnel

Yes	No
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6. What is your total time with SSC/SMC during your career?

[Dropdown Options]

Less than 3 years	3-5 years	6-9 years	10+ years
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6a. In that time, how long have you been in your current mission area?

[Dropdown Options]

Less than 3 years	3-5 years	6-9 years	10+ years
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7. Where is your duty location? Note that if you telework (i.e., work remotely), this question is not asking for your physical location.

[Dropdown Options]

Los Angeles AFB, CA	Vandenberg SFB, CA	Peterson SFB, CO (Colorado Springs)	Dahlgren, VA	Other: Please Specify (Base or City/State)
Kirtland AFB, NM	Houston, TX			

8. What is your formal work status?

[Single Choice]

(A) I am 100% remote/telework	(B) I am part-time remote/telework
(C) I am 100% onsite (i.e., "in the office")	(D) Other: Please Specify

9. Below are descriptions of the four USSF values. Please read these descriptions and then indicate your agreement with statements that follow as it relates to your Delta's culture.

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 are self-disciplined and accountable; when faced with adversity, we make hard choices and stand by them. We are biased toward action and willing to accept and execute mission command. We accept risk and innovate; we must be bold to win and dominate in Space. We act and speak fearlessly, taking smart risks and giving you growth opportunities

[Matrixed Ordinal Scale]

1 Strongly	2 Disagree	3 Somewhat	4 Neutral	5 Somewhat	6 Agree	7 Strongly
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	<i>Disagree</i>		<i>Disagree</i>		<i>Agree</i>		<i>Agree</i>
i	Before I took this survey, I was familiar with the USSF Values (i.e., Character, Connection, Commitment, and Courage)						
ii	I know how to demonstrate the USSF Values at my organization.						
iii	It is easy to demonstrate Character at my organization.						
iv	It is easy to demonstrate Connection at my organization.						
v	It is easy to demonstrate Commitment at my organization.						
vi	It is easy to demonstrate Courage at my organization.						
vii	My leadership's actions/behaviors align with the USSF Values.						
viii	My leadership enables me to exemplify the USSF Values.						
ix	My organization's culture aligns with the USSF Values.						

10. What is inhibiting you most from better demonstrating the USSF Values at SSC/SZ or SSC/BC? Remember, please do not include PII, including names, or classified information.

[\[Open Response\]](#)

11. Below are definitions of six USSF cultural attributes. Please read the definition of each attribute and then indicate how important each one is to mission success.

Agile – Processes are appropriately streamlined, and decisions are efficiently made relatively quickly. Communications are timely and meaningful, and the organization is flexible when responding to planned and unplanned events. Risk is appropriately accepted and intelligently addressed.

Innovative – The status quo is always challenged and continuously improved upon. Out-of-the-box thinking is highly encouraged and welcomed for managing/completing projects and responsibilities.

Bold – Truth is always spoken to power, and constructively failing is encouraged to unshrink creativity and empower the organization to take calculated risks when needed. The organization is courageous in making decisions and is committed to excellence.

Digitally Enabled – Technology (e.g., automation, software) is leveraged to increase efficiencies in communications, mission/operational processes, data/information management, and performance/compliance reporting. The organization is also proficient in

utilizing digital tools and platforms (e.g., Microsoft Excel, Tableau, Teams) to accomplish their missions.

Autonomous Decision Making – Members of the organization are empowered to make decisions on their own unless told otherwise (i.e., command by negation). Authorities are delegated to the lowest level possible and are clearly defined.

Warfighter Focused – All members understand their role and impact in the space domain and joint fight. Every member understands each other’s roles and how they enable the organization’s overall mission. Members also feel connected to the warfighters and understand how the organization’s mission supports them.

[Branching Question – Informs Next Question(s) - # of Branched Based on Answers]

[Matrixed]

1 No Importance	2 Little Importance	3 Somewhat Important	4 Moderately Important	5 Important	6 Very Important	7 Mission Critical
i	Agile					
ii	Innovative					
iii	Bold					
iv	Digitally Enabled					
vii	Autonomous Decision Making					
viii	Warfighter Focused					

12. Please explain why a cultural attribute has little to no importance. Remember, please do not include PII, including names, or classified information.

[Branching Question – Informed by Question 11]

[Open Response]

13. How much do you agree with the following statements about your Delta?

[Branching Question – Informs by Question 14]

[Matrixed]

1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
i	My organization is agile when executing its mission.					
ii	My organization is innovative when executing its mission.					

iii	My organization is bold when executing its mission.	
iv.	My organization is digitally enabled when executing its mission.	
vi	My organization is empowered through autonomous decision making when executing its mission.	
vii	My organization is focused on the warfighter when executing its mission.	

14. Please explain why you disagree with one or more of the abovementioned cultural attributes. Remember, please do not include PII, including names, or classified information.

[Branching Question - Informed by Question 13]

[Open Response]

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15. Please indicate the impact that each of the following aspects of SSC/SZ or SSC/BC has upon improving your organization's culture or establishing a high-performing culture.

[Matrixed Ordinal Scale]

1 <i>Does Not Inhibit at All</i>	2 <i>Minimally Inhibits</i>	2 <i>Somewhat Inhibits</i>	3 <i>Moderately Inhibits</i>	5 <i>Inhibits</i>	6 <i>Strongly Inhibits</i>	7 <i>Extremely Inhibits</i>
i	Organizational structure					
ii	Cross-organizational communications within SSC/SZ or SSC/BC					
iii	Communications with stakeholders external to my organization					
iv	Front Office communications					
v	Front Office processes					
vi	SSC-level policy requirements					
vii	External policy requirements					
viii	Use of digital tools					
xi	Sharing of knowledge					
xii	Onboarding					
xiii	Access to career development opportunities					
xiv	Skill level of my organization's personnel					
xv	Physical facilities					
xvi	Measures of performance					
xvii	Awards					
xviii	PEO engagement with my organization's personnel					
xvix	Other: (Please Specify)					

16. Please explain why you selected “extremely inhibits” for one or more of the above mentioned aspects of establishing or improving your organization’s culture. Remember, please do not include PII, including names, or classified information.

[Branching Question – Informed by Question 15]

[Open Response]

17. Please provide your recommendation(s) for addressing the most inhibiting aspects of establishing or improving your organization’s culture (e.g., specific policies, processes, tools, communication channels) below. Remember, please do not include PII, including names, or classified information.

[Open Response]

18. What is your organization doing well to help foster a new organizational culture? Please provide examples below. Remember, please do not include PII, including names, or classified information.

[Open Response]

19. How much do you agree with the following statements about your 2-letter organization’s (SZ or BC) cultural identity?

[Matrixed Ordinal Scale]

1 <i>Strongly Disagree</i>	2 <i>Disagree</i>	3 <i>Somewhat Disagree</i>	4 <i>Neutral</i>	5 <i>Somewhat Agree</i>	6 <i>Agree</i>	7 <i>Strongly Agree</i>
i	I identify with my organization’s mission.					
ii	I know how my job impacts the warfighter.					
iii	I feel connected with other Deltas across my organization.					
iv	I am adequately informed of the threat (e.g., adversarial actions)					
v	I am adequately informed of our mission’s impact on the joint fight.					
vi	There is a shared sense of identity across my organization’s Deltas.					
vii	Having a shared identity is important to accomplish my organization’s mission.					
viii	I understand the connection between my organization’s Deltas.					
ix	I understand the connection between SZ and BC.					

20. How much do you agree with the following statements about your PEO (SZ and BC) cultural identity?

[Matrixed Ordinal Scale]

1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
i	I understand the shared PEO mission.					
ii.	There is a shared sense of identity across SZ and BC.					
iii.	Having a shared identity is important to accomplish the PEO's mission.					

21. Please explain why you disagreed with one or more of the statements regarding cultural identity. Remember, please do not include PII, including names, or classified information.

[Branching Question - Informed by Question 19]

[Open Response]

22. How might your organization continue to improve the understanding of your job's support to the warfighter? Remember, please do not include PII, including names, or classified information.

[Open Response]

OCM Questions

23. How much do you agree with the following statements related to organizational change management (OCM), and managing the overall transition of SZ and BC since the SSC realignment?

[Matrixed Ordinal Scale]

1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree	N/A Not Sure
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i	SZ's and BC's realignment has been managed well.
ii	I am aware of why realignments within SZ or BC occurred.
iii	I see value in why realignments occurred within SZ or BC.
iv	The PEO understands my Delta's mission.
v	I know how my Delta's mission is impacted by the transition of SZ or BC.
vii	I can execute my Delta's mission better because of the transition of SZ or BC.
viii	I receive adequate information about SZ or BC in general
ix	I receive adequate resources to support me during SZ's or BC's transition.
x	I have unanswered questions related to SZ's or BC's transition.
xi	I know who to ask questions about the realignment within SZ or BC.
xii	I am fatigued by the level of changes I've recently experienced.
xiii	I would recommend this organization to someone who is interested in joining.
xiv	I do not think anything has changed.

24. Please explain why you disagreed with one or more of the statements regarding the SSC realignment. Remember, please do not include PII, including names, or classified information.

[Branching Question - Informed by Question 23]

[Open Response]

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25. Please rank the following communication methods based on your preference for receiving general information related to SZ or BC from senior leaders.

[Ranking]

(A) All Calls	(B) SZ or BC Website (i.e., SharePoint)
(C) Digital Newsletters	(D) Email Message
(E) In-person Engagement	(F) Other: (Please Specify)

26. What aspects of the SZ or BC standup have been managed well? Remember, please do not include PII, including names, or classified information.

[Open Response]

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27. Do you have any other ideas or recommendations for our culture and/or OCM? If so, please share them below. Remember, please do not include PII, including names, or classified information.

[Open Response]

