



Military Affairs | Microsoft Software
and Systems Academy

MSSA Career Workbook

Accompanies your MSSA Participant Guide

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Foreword

Congratulations! As an MSSA participant, you're embarking on a life-changing program for technology training, professional skills growth, personal development, and networking beyond anything you may have done in the past.

You've been selected for your professional attitude, experience, and potential to succeed. My personal advice to you is to work hard, take time to understand what you're being asked to do, manage your time, learn the skills, and don't give up! Your experience at MSSA is a steppingstone to limitless career progression, and it all depends on persistence and knowledge-seeking, and your ability to use those skills to become very good at what you do.

At MSSA you'll meet many new people. Keep track of these new faces, and open yourself up to their background and experience. We've assembled a skilled and passionate team of professionals eager to share knowledge and help you make connections, and they're here to support you during this exciting time.

I'm proud to share MSSA's training with you and have the highest hopes for the future you'll build. Have fun creating lifelong friendships and fond memories and charting your next career path in your time at MSSA!

Eric zu Hone, Director

Microsoft Software and Systems Academy

Welcome!


Your military experience equipped you with a tremendous set of skills. As you transition to a new career and civilian life, it's important to recognize your skillset and the enormous value your military experiences add to your civilian professional profile. Even while leaving military life behind, the skills you gained will help you succeed in your new career.

Your determination and focus can lead you to career paths and specialties you may never have thought possible. Anticipate challenges, remembering that you've overcome challenges before. Don't forget—you hold the keys to your career transformation. Where you go, what you learn, and what you do is up to you.

Good luck, work hard, and ask for help when you need it. You've got this!

Getting started

Your **MSSA Participant Guide**—is a tool designed to help you navigate the transition from military service to the civilian workforce and learn about the landscape of corporate employment. Use this **MSSA Career Workbook** you've been provided to answer questions asked throughout the book, and **MSSA Career Worksheets** to complete exercises aligned to the topics covered in this participant guide.

Look out for  **ACTION** prompts throughout your MSSA Participant Guide! They're your indication to complete specific exercises in MSSA Career Worksheets, here in the MSSA Career Workbook, or a separate document.

Part 1: Personal and professional identity exploration

Your military experience and background probably makes up much of your professional experience—even your sense of self, and who you are. When making a career change, investing in a solid understanding of yourself and your professional priorities can help you build a career with longevity.

In this chapter you'll take a critical look and get clarity on your personal and professional goals, the skills you have to offer, where you're coming from, what you're looking for, and the career and employment factors that matter most to you.

With this perspective in focus, you can determine where you want to go, and how to get there.

So, first thing's first—who are you?

Accepting a new compass

Define your purpose

Understanding your purpose is your first consideration when role hunting and sets a solid foundation for a fulfilling and successful career. It ensures alignment with your values, provides motivation, and prioritizes long-term satisfaction.

Your purpose doesn't have to be grandiose, like 'saving the world' or 'becoming a billionaire.' It's perfectly valid to aspire to maintain your current lifestyle, have more time for hobbies, or provide for yourself, your family, and others who depend on you. Take the time to reflect on your purpose.

- ☑ **ACTION:** What do you believe your purpose is? Note in your **MSSA Career Workbook**

Identify your passions

Adjacent to a conversation about purpose should be another about passion. What fascinates you? What excites you? What do you love to do? Confucius (551–479 B.C.) is attributed with saying, "Choose a job you love, and you'll never have to work a day in your life." While this is certainly easier said than done, career searchers may have an opportunity to align their interests with their employment.

- ☑ **ACTION:** What are your top five passions? Note in your **MSSA Career Workbook**

Link your wants and needs

Self-exploration helps you to define and prioritize your wants and needs. The difference between a 'want' and a 'need' may appear obvious, but the difference can become muddled, especially when you're assessing your values with a sense of urgency, like in a career search.

- ☑ **ACTION:** What are your top 10 wants or needs in a career and a role? Note in your **MSSA Career Workbook**

Map your work history

Let's shift the focus to mapping your work history. Your employment history might include paid, unpaid, internship, and volunteer experience. This exercise isn't just about listing the jobs you've had; it's about reflecting on how each role has contributed to your current understanding of what you want and need in your career. By examining your past experiences, we identify patterns, skills developed, and preferences shaped over time. This insight will be invaluable as you chart your path forward. So, let's begin by exploring where you've been on your professional journey to navigate where you're headed.

- ☑ **ACTION:** Use PowerPoint or Word to map your career. Start with your first work experience. Did you mow lawns, babysit, or bag groceries? Notate each role you've held to the present time.

Identify trends

Now that you've mapped your work history, what trends do you see? Ask yourself:

- Which roles did you enjoy or dislike? Why?

- What are 20 transferable skills you've developed from your work history?

- What 10 personal traits do you demonstrate across different roles?

- What motivates you?

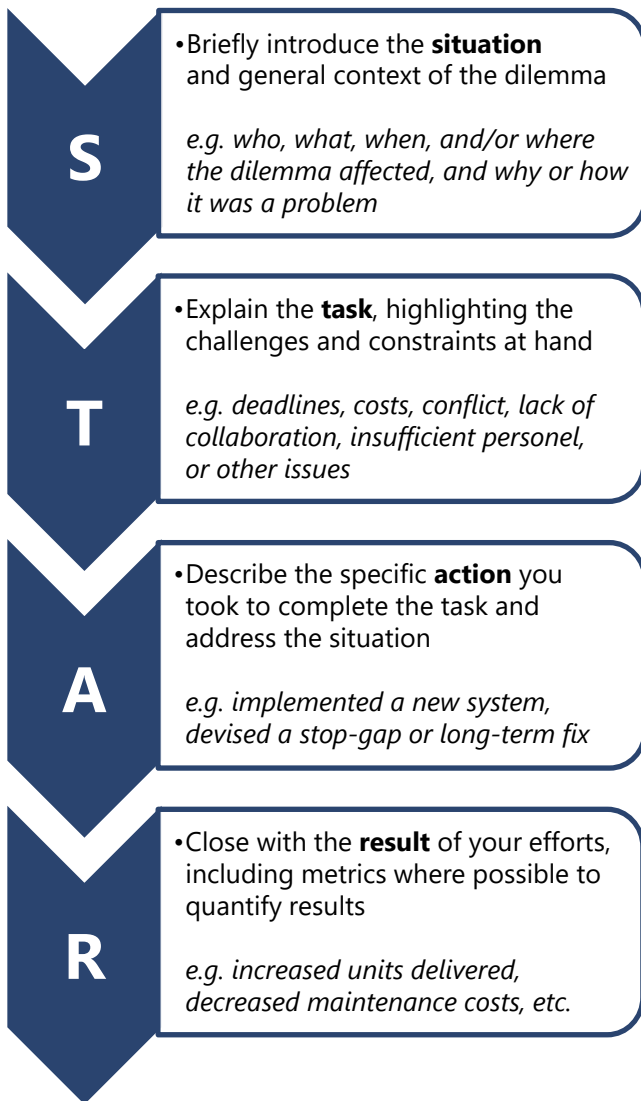
- ☑ **ACTION:** Complete Work history in MSSA Career Worksheets

Frame your accomplishments

Next, identify your professional accomplishments. This is an opportunity to identify and isolate the individual achievements you'll use to market yourself.

The STAR method

The Situation-Task-Action-Result (STAR) method is a tool to concisely relate an accomplishment. Use STAR to document your professional accomplishments and get comfortable communicating them quickly. You can also use this method to strengthen bullet points on your resume's "accomplishments" section.



- ☑ **ACTION:** Complete STAR(T) statements in MSSA Career Worksheets

Use a journal or blank paper to write a STAR narrative for each skill you identified in the previous section. Maintain a complete list of your STAR Statements in **MSSA Career Worksheets**.

For now, disregard the "T" mentioned in your **MSSA Career Worksheets**. The "T" added to the STAR method will be explained later in the process.

Define your personal brand

Identify your brand

The first step is to identify your current brand. We all have one—even if it's unintentional. You started this process above by conducting your self-evaluation.

- ☑ **ACTION:** Based on what you've done so far, what would you describe as your brand?

Learn from a focus group

Now, challenge your self-assessment. Don't forget, public reputation is part of the definition of a brand.

Let's do some research using a focus group and discover what others think your brand is.

- ☑ **ACTION:** Compare the answers. What trends do you identify in your focus group answers?

- ☑ **ACTION:** Synthesize your research on your online presence and others' perceptions of your brand. Based on the data, what's your current brand?

Inventory your online presence

While you wait on survey results, reach out to others in your circle. Ask them to research you online as if they didn't know you. What does the online world say about you? What personal information did they find? What do you suggest about yourself? What do they feel is missing that you could be advertising?

Don't forget to ask yourself your survey questions. Compare your answers to your focus group findings.

- ☑ **ACTION:** What does my online presence say (or not say!) about me?

- ☑ **ACTION:** Ask yourself if the persona you have represents the reputation you desire. If not—what do you need to do to change it? Note your reflections.

Synthesize your findings

SWOT analysis



- ☑ **ACTION:** Synthesize your strengths, weaknesses, opportunities of growth, and threats.

Part 2: Industry and role research

Before you even start on a resume or conversing with hiring managers, you'll want to understand the language and business perspective of the companies you'll consider working for. What problem or service does the role address for the company? Which qualities do they prioritize? What skills are needed to be successful in the company? In that role?

Your ability to research and make connections between a company's needs and the talents you have to offer can launch you on a thrilling career ride.

In this section you'll learn about common employment arrangements you'll find in the corporate workforce. You'll research industries and companies with employment opportunities for tech professionals like yourself. By the end of this section, you'll have a clearer understanding of the role types you're most interested in pursuing, and a list of companies to target in your real-world role search.

Research relevant industries

- ☑ **ACTION:** Identify five industries to research further in your **MSSA Career Workbook**

- ☑ **ACTION:** Do some research into the industries you selected. Ask and answer open questions, like: What's the business function of this industry? Fundamentally, what do they do? Who are their customers? What are the major companies leading this industry?

- ☑ **ACTION:** Select 10 companies to explore in more depth, and record them

Refine target companies

If a company looks like it may meet your needs, dig deeper.

- ☑ **ACTION:** Complete **Company research** in **MSSA Career Worksheets**

Define your employment goals

With all the information you've gathered, you may already have an idea taking shape of the long-term career you want. Write down a goal that combines a goal statement and the resources to support achieving the goal.

- ☑ **ACTION:** Complete **Goalsetting** in **MSSA Career Worksheets**

Part 3: Marketing plan

You've done plenty of self-analysis and crystallized your goals, values, and work preferences. At this point, you also have ideas about different career tracks and roles to explore in IT.

You're ready to build a strategy to market your product to your customer. Your product is *you*!—the unique array of skills, experiences, and perspective you offer as an employee.

In this section you'll build a comprehensive marketing plan for your career search. You'll develop targeted "role type" resumes to leverage when you apply to individual roles. You'll refine your online persona and learn to network and market yourself to identify good-fit roles. You'll learn to compose an effective and low-stress cover letter, and practice interview skills to help you get to the 'offer' stage.

This is where "the rubber meets the road."

Are you ready to put your research to work? Let's go!

Tailor your “role type” resume to a “role specific” resume

Use your “role type” resume to build a resume targeted to a specific role and company. Use the **Resume Matching worksheet** in your **MSSA Career Worksheets** to target your resume, ensuring that the qualities you ‘match’ are addressed. Resumes that match the experience and language the company uses to describe their wants and needs are likely to appear as a closer fit for recruiters.

☑ **ACTION:** Complete **Resume Matching in MSSA Career Worksheets**

General tips and guidelines for writing a resume

Name your resume file properly

Name resume files with consideration, and make things easier for your tracking and for the hiring manager. A suggested format is:
FNAME_LNAME_Resume_Company_Role

Set your font size to 10–12 points

Choose a readable and attractive font. Verdana, Arial, or Helvetica are good choices. Stay away from Comic Sans and Papyrus.

Apply design and formatting choices consistently

Be consistent with your subheadings. If you make one bold, make them all bold. You want to make essential information easier to find.

Use the default margin size to frame your resume

The margins are important. Busy-looking resumes look messy and may not print as expected.

Balance text and white space

All great resumes need to be easy to skim. Again, think aesthetically pleasing and easy to read.

Use a professional email address

Choose a professional email provider like Outlook. Use your name. Make it easy on yourself and use this email address only for your career search.

Make sure your contact information is up to date

Verify your name, email address, contact number.

Share links to professional social media accounts

Share the link to your LinkedIn and GitHub accounts. Take an extra couple of minutes to make sure your URLs are hyperlinked in the text, so they are accessible. Make sure you've cleaned up anything that isn't appropriate.

Give your sections simple subheadings

Regardless of what layout you choose, make sure your resume sections are easy to find. Professional summary, Skills, Experience, Education.

Remove military jargon

The person interviewing you may not be familiar with military jargon or terminology. Use plain language or simplified equivalents. To start, review **Translatable professional skills** on page 20.

Tailor your resume to the role description

Identify the role's key skills and add them throughout your resume.

Be strategic with the top third of your resume

The top third of your resume is where you want your best skills, experience, and achievements to appear. When a recruiter scans your resume, they'll focus on the top third of the document. If they can't find what they're looking for with a quick visual scan, they could reject your resume without reading the rest.

Include a professional summary

Keep the most valuable information at the top. It should be approximately three sentences of who you are, where you are going, and why you'll bring value to the company (think of your brand).

Use reverse-chronological order

Start from your most recent role and work your way back. For your experience section, put your current role first and write in the present tense. All other experiences should be in the past tense. For your education section, put your highest degree first.

Include roles from the previous 10–15 years

Don't list every role you've ever had in your life. Go back on your resume no more than 10–15 years.

Draw attention to promotions on your resume

Make sure you've mentioned any promotions you've received. You don't have to list the branch of service more than once. Just list your various titles and their accompanying responsibilities.

Add details and numbers

Add context and evidence to achievements and skills by including relevant numbers and details. Datapoints give the recruiter a better understanding of what success looks like with the skill you list. If you increased sales, efficiency, or user engagement show that. Whatever it is that you've achieved, make your wins relatable by making them quantifiable.

Add context

If your previous company is not well known, add a brief one-line description and number of employees, to show scope and scale.

Choose action verbs wherever possible

You want to use action-packed verbs to describe what you did. Avoid weak verbs like "managed" or "communicated." Instead, choose specific and descriptive words. To get started, review **Resume Action verbs** on page 21.

Cut the fluff in your experience section

You want your resume to be one to two pages at most! A straightforward way to cut fluff is to remove accomplishment statements in your experience section. Limit yourself to the most relevant accomplishments. Use only the skills and experience you'll need for your new role. Don't list every responsibility you had in every previous role.

Add a description to coursework

Many MSSA participants arrive without prior IT experience. Adding a coursework description is a good start to show what you bring to a role technically. Note action you took and results, treating it the same way as your work history. Coursework might go under 'education' or 'experience' if you need to highlight relevant skills.

Skip 'References Available Upon Request'

It's not necessary to include this phrase on your resume—hiring managers know they can request your list of references. Save valuable space for something more compelling and informative.

Proofread your resume

You absolutely cannot have typos or grammar errors in your resume. These reflect terribly on a candidate's professional finesse and attention to key details in sensitive moments. Microsoft Word automatically detects spelling and grammatical errors, but it's important to verify each suggestion. Once you've edited, reviewed, and then edited your resume again, ask a friend or mentor to read your resume. They can also give you feedback about your tone and how you're selling yourself. The more eyes you have on your resume, the better.

Translatable professional skills

- Active listening
- Analysis
- Collaborator
- Communication—verbal and non-verbal
- Conflict management
- Creativity
- Critical thinking
- Curiosity
- Customer relations
- Customer service
- Dependability
- Emotional intelligence
- Flexibility
- Innovative
- Integrity
- Leadership
- Logical reasoning
- Mathematics
- Mentoring
- Motivation
- Negotiation
- Organization
- Persistence
- Planning
- Positivity
- Presentation skills
- Problem-solving
- Project management
- Resilient
- Resourcefulness
- Responsible
- Sociability
- Storytelling
- Strategic thinking
- Systems thinking
- Team building
- Threat analysis
- Time management
- Trainable
- Troubleshooting
- Willingness to learn
- Written communication

Resume action verbs

Evaluation verbs

Appraised, Argued, Assessed, Attached, Chose, Compared, Concluded, Contrasted, Defended, Described, Discriminated, Estimated, Evaluated, Explained, Judged, Justified, Interpreted, Related, Predicted, Rated, Selected, Summarized, Supported, Valued

Synthesis verbs

Arranged, Assembled, Categorized, Collected, Combined, Complied, Composed, Constructed, Created, Designed, Developed, Devised, Explained, Formulated, Generated, Integrated, Prepared, Rearranged, Reconstructed, Related, Reorganized, Revised, Rewrote, Set up, Summarized, Synthesized, Told, Unified

Analysis verbs

Analyzed, Appraised, Broke down, Calculated, Categorized, Compared, Contrasted, Criticized, Diagrammed, Differentiated, Discriminated, Distinguished, Examined, Experimented, Identified, Illustrated, Inferred, Modeled, Outlined, Pointed out, Questioned, Related, Selected, Subdivided, Tested

Application verbs

Administered, Applied, Changed, Chose, Computed, Demonstrated, Directed, Discovered, Dramatized, Employed, Illustrated, Interpreted, Manipulated, Modified, Operated, Practiced, Predicted, Prepared, Produced, Related, Scheduled, Showed, Sketched, Solved

Comprehension verbs

Classified, Converted, Defended, Described, Discussed, Distinguished, Estimated, Explained, Expressed, Extended, Generalized, Gave examples, Identified, Indicated, Inferred, Located, Paraphrased, Predicted, Recognized, Rewrote, Reviewed, Selected, Summarized, Translated

Knowledge verbs

Arranged, Defined, Described, Duplicated, Identified, Labeled, Listed, Matched, Memorized, Named, Ordered, Outlined, Recognized, Related, Recalled, Repeated, Reproduced, Selected, Stated

Helping verbs

Advocated, Assessed, Assisted, Demonstrated, Guided, Motivated, Represented, Supported, Encouraged, Directed, Organized, Focused, Maintained, Protected, Inspired, Influenced

Process verbs

Approved, Arranged, Collected, Compiled, Gathered, Generated, Operated, Organized, Prepared, Process, Purchased, Recorded, Retrieved, Validated, Accepted, Developed, Provided, Produced, Constructed, Supplied, Assembled, Accumulated, Increased, Acquired, Accessed, Confirmed, Authorized, Delivered

Accomplishment verbs

Achieved, Expanded, Improved, Reduced, Resolved, Transformed, Advanced, Promoted, Enhanced, Progressed, Revised, Recovered, Strengthened, Upgraded, Reinforced, Gained

Technical verbs

Assembled, Built, Calculated, Computed, Designed, Maintained, Operated, Programmed, Solved, Repaired, Upgraded, Adjusted, Determined, Measured, Sustained, Advanced, Constructed

Teaching verbs

Advised, Coached, Communicated, Coordinated, Developed, Encouraged, Explained, Guided, Informed, Instructed, Trained, Mentored, Directed, Tutored, Notified, Accustomed

Management verbs

Analyzed, Directed, Increased, Produced, Assigned, Evaluated, Organized, Recommended, Coordinated, Executed, Planned, Reviewed, Developed, Improved, Prioritized, Scheduled, Supervised, Handled, Conducted, Advised, Researched, Calculated, Balanced, Regulated

Communication verbs

Addressed, Arranged, Collaborated, Convinced, Corresponded, Directed, Developed, Drafted, Edited, Influenced, Lectured, Persuaded, Promoted, Recruited, Spoke, Translated Wrote, Transcribed, Advertised, Connected, Contacted, Disclosed, Suggested, Revealed, Declared, Discovered, Interacted, Connected

Research verbs

Clarified, Collected, Compiled, Diagnosed, Examined, Identified, Inspected, Interpreted, Investigated, Organized, Reviewed, Summarize, Explored, Surveyed, Studied, Calculated, Evaluated, Determined, Analyzed, Verified

Creative verbs

Acted, Created, Customized, Designed, Developed, Directed, Established, Illustrated, Integrated, Provided, Introduced, Invented, Originated, Performed, Planned, Shaped, Composed, Formulated, Adapted, Adjusted, Corrected, Modified, Altered

Additional verbs

Affected, Contributed, Conducted, Delivered, Devoted, Earned, Facilitated, Gauged, Hosted, Improved, Launched, Maximized, Observed, Obtained, Operated, Participated, Performed, Presented, Provided, Pursued, Received, Recommended, Secured, Selected, Replaced, Structured, Piloted, Taught, Accelerated, Boosted, Expanded, Simplified, Commenced, Acquired, Partnered, Informed, Explored, Tracked, Conveyed, Documented, Ensured, Monitored, Completed, Exceeded, Benefited, Detected, Excelled, Fulfilled, Refined, Recovered, Rejected, Embarked, Saved, Compared, Explained, Distributed

(Thurston County Chamber Training Division, n.d)

Frame your elevator pitch

Your pitch swiftly and memorably introduces who you are, what you do, and what you want.

- ☑ **ACTION:** Write a draft of your elevator pitch.

Tell me about yourself (TMAY)

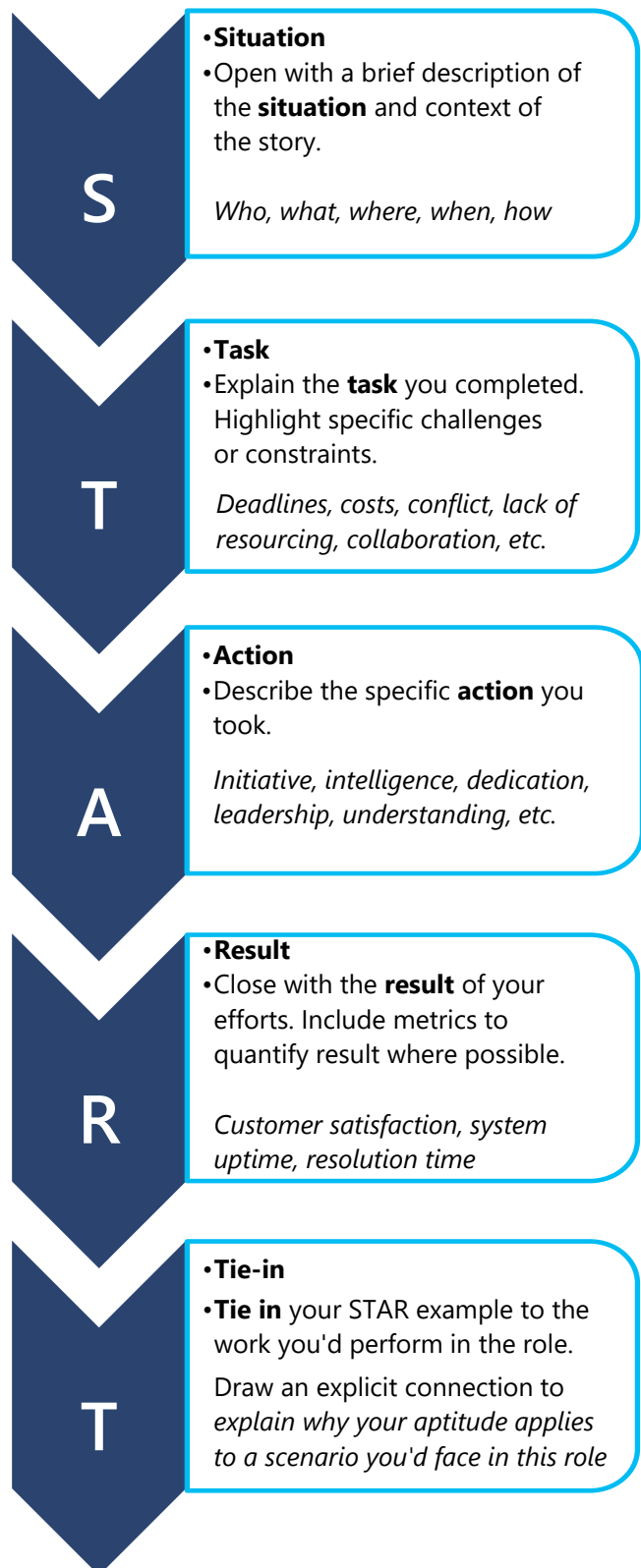
Keep your TMAY response concise—under two minutes. Talk for too long and you'll lose the interviewer. This question is meant to offer a couple highlights but not your entire story.

- ☑ **ACTION:** Complete TMAY in MSSA Career Worksheets

Why did you leave your last role?

An exit statement explains why you left your last role. Your exit statement should be brief and positive.

- ☑ **ACTION:** Why did you leave your last role?



Describe a situation where you ...

This format is the basis for many questions asked in interviews. Let's talk about how to answer these important behavioral based questions.

Behavioral interviewing and the STAR(T) approach

Behavioral interviewing is an interview approach that asks how you've previously handled a scenario. The idea is that your past actions can indicate your instincts and your approach to relevant scenarios.

Here is where we add the final element of the STAR(T) method: the *tie-in*. Adding tie-in to the STAR method, we end up with a new method STAR(T). It's not part of the original method but is added here to remind you of the importance of making the connections for the employer when your experience is not an exact match for the scenario presented to you.

We didn't introduce the tie-in earlier because you must complete your industry-, company-, and role research in order to tie your experience to their needs.

- ☑ **ACTION:** Continue to work on your STAR(T) statements in your [MSSA Career Worksheets](#)

What's your biggest strength and weakness?

It's easier to answer questions about your strengths than your weaknesses. When you describe your greatest strength, remember to speak to something the employer is looking for.

As for your biggest weakness, remember that nobody operates excellently all the time, and employers know this. This question separates candidates with a good grasp of their capabilities and areas for improvement from those who aren't concerned with their areas of weakness. Focus on something business related but not critical to the role.

- ☑ **ACTION:** What is your biggest strength? Weakness?

Where do you picture yourself in five years?

When an interviewer is asking about long-term goals, they are trying to determine how they, the company, fit into your long-term outlook.

- ☑ **ACTION:** Picture yourself in five years. What's your life like?

What are your salary expectations?

The dreaded—and inevitable—salary question. Research is vital to answer this question. Can add notes below.

- ☑ **ACTION:** Review your responses from [MSSA Career Worksheets](#) to verify research

Maximize the waiting period

When your resume and interview performance are under review at the companies you've targeted, it's tough to wait. Waiting is part of this process, and the best way to wait is to be productive.

- ☑ **ACTION:** While you wait, what are three actions you can take that support this part of the process?

Part 4: Evaluating and negotiating an offer of employment

You've come a long way in your professional transition. At this point, you've honed your knowledge of your professional needs and wants while researching different "role types".

You've done your industry and company research, developed your brand identity, networked, and gone through interviews. The last step of the interview process is negotiating the terms of your employment.

Understanding corporate employment terminology goes a long way towards a smooth negotiation, and can improve your likelihood of success (and ongoing contentment!) when you negotiate your employment contract and signing package.

Let's dig in!

Evaluating and negotiating an offer of employment

It seems simple enough, get an offer and accept an offer. Easy, right? Some might accept an offer outright without a complete review of the details because everything looks fine. Though we completed an early analysis for the role during the role search process, ensure to do a final review before accepting an offer. For example, during your initial role research you may consider the commute to be not that big of a deal ... until realizing the actual amount of time lost for friends, family, or activities. The best way to review the possibilities of an offer is to review and understand the numbers for your present and future situations and genuinely try to imagine a day in the life.

A worksheet or checklist can force questions that sometimes get minimized due to the excitement of starting on a new path of employment.

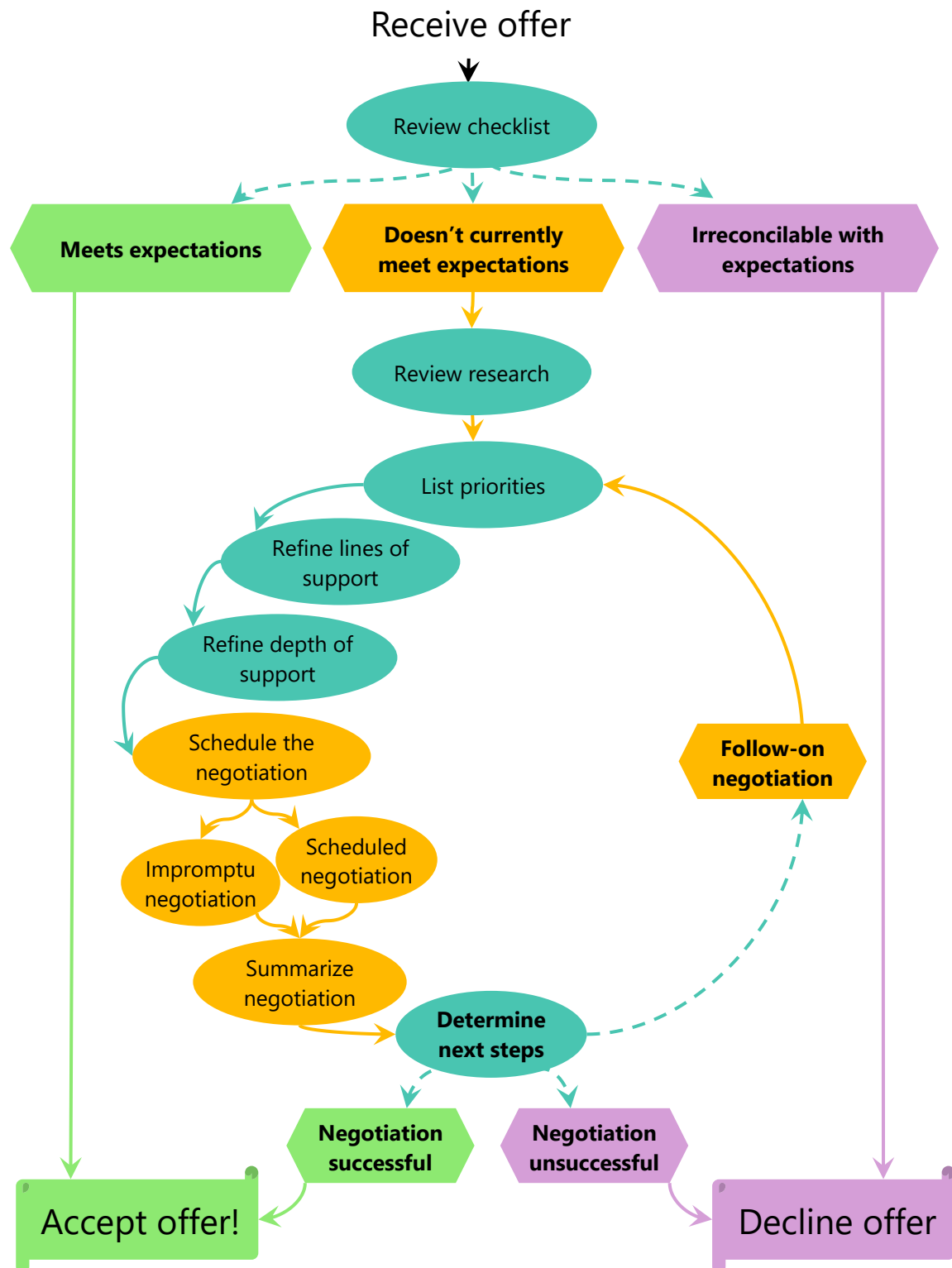
To start the review process, follow the procedure:

- ☑ **ACTION:** Gather all your notes, research, and conversations. Include information from your **Role Search Plan Worksheet**.
- ☑ **ACTION:** Review your thoughts about this role from your **Marketing Plan**. Feel free to add notes below.

- ☑ **ACTION:** Review the **Pre-offer Evaluation Worksheet** and start the **Post-offer Evaluation Worksheet** found in your **MSSA Career Worksheets**. Verify if the offer fits your brand, style, desires, and goals. Does the salary offered match what you researched? Will the offered salary pay your bills in that geographic location? Is negotiation necessary? Feel free to add notes below.

- ☑ **ACTION:** Complete the **Total Compensation Analysis Worksheet** in your **MSSA Career Worksheets**
- ☑ **ACTION:** Once you have an offer, complete the **post-offer evaluation worksheet** in the **MSSA Career Worksheets**
- ☑ **ACTION:** Use the **Offer Evaluation and Total Compensation Worksheets** in **MSSA Career Worksheets**

The offer and negotiation sequence



Part 5: Build a trajectory of success

Congratulations on successfully navigating the role search and accepting a new position! Take a victory lap. Have another. Then, let's build your plan to thrive in your new working environment.

As you embark on the next phase of your career journey, shift your focus from the excitement of the role hunt and towards your successful transition into your new role. In this section we highlight important milestones you'll experience in any role, and practice skills that can help you find your place in your new organization, get to know your colleagues, and integrate positively into your new team.

Transitioning into your new role

Entering a corporate work environment can be extremely rewarding and challenging. It's even more daunting when your new role is different from what you did in the military. It's human nature to question your belonging in a completely new environment, second guess your knowledge, and compare yourself to professionals around you.

Start your first day with strategies that foster a smooth transition, contribute effectively to your new organization, and lay the foundation for your continued growth and success in your new role.

Notes on what to do as you onboard to a new role and develop in your career

What will you do in your first week of employment?

What do you hope to accomplish in the first 6 months of employment?

What do you hope to accomplish in your first year?

What do you hope to accomplish in your first 90 days?

Congratulations!

You've worked hard and are ready to embark on your new career. You've explored your professional identity, conducted industry and role research, created and implemented a marketing plan, learned to evaluate and negotiate offers, and walked through a plan to set yourself up for success in your new role.

Your work does not stop here. As you trek through your career, keep your marketing materials updated. Continue to network and build relationships and keep yourself set up for success. Knowledge is confidence and power. Keep learning and stay on top of current trends in technology, ensuring your knowledge stays current as technology changes daily. Opportunities will present themselves and you want to be ready when they are.

You've come a long way—and you're just getting started! Fair winds on your next adventure. We're rooting for you!