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SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF AIR FORCE
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Personnel

**CIVILIAN HUMAN CAPITAL
FRAMEWORK**

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This publication implements Air Force Policy Directive (AFPD) 36-1, *Appropriated Funds Civilian Management and Administration*. It provides guidance and procedures for statutory and regulatory compliance with civilian human capital planning, implementation, and evaluation. It provides strategies to effectively manage current and future civilian workforce talent by promoting the use of sound talent management practices that allow flexibility to support organizational agility and adaptability. It explains the responsibilities of commanders, supervisors, Director of Civilian Force Management (AF/A1C), the Air Force Personnel Center (AFPC) to include operating locations (OL), major commands (MAJCOM), combatant commands (CCMD), field commands (FLDCOM), any other joint commands, direct reporting units (DRU), field operating agencies (FOA), and civilian personnel sections (CPS). This publication applies to Department of Air Force (DAF) Title 5, United States Code (USC) civilian employees of the Regular Air Force, United States Space Force (USSF), and Air Force Reserve. It does not apply to non-appropriated fund civilian employees, Title 32 USC National Guard technicians, or Title 5 National Guard Bureau appropriated fund employees or their field operating locations. This instruction requires the collection and or maintenance of information protected by the Privacy Act of 1974, 5 USC Section (§) 552a authorized by Department of Defense Instruction (DoDI) 5400.11, *DoD Privacy and Civil Liberties Programs*. The applicable System of Records Notice (SORN) OPMGOVT-1, *General Personnel Records*, is available at <http://dpclo.defense.gov/Privacy/SORNs.aspx>. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 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 Records Information Management System. Refer recommended changes and questions

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SUMMARY OF CHANGES

This document has been revised and needs to be completely reviewed. Changes include incorporation of provisions relating to the USSF, additions and updates to roles and responsibilities.

Chapter 1

PROGRAM OVERVIEW

1.1. Overview. The DAF Human Capital Framework (HCF) provides direction for assigning roles and responsibilities, collecting and analyzing statistical data, reviewing automated case files, collecting and evaluating supporting documents, preparing and submitting reports, and completing regulatory compliance reviews, both on-site and self-assessments.

1.2. Policy Guidance. Recognizing people are key to the federal government mission of delivering services to the American public, both the President and Congress have identified strategic human capital management (HCM) as an important cornerstone initiative to improve program performance government wide. Title 5 USC Chapter 14, *Agency Chief Human Capital Officers*, § 1401 and 1402, and Public Law (PL) 107-296, *The Chief Human Capital Officers' Act of 2002*, established a foundation for significant change in the American Civil Service, including the authority and functions of agency Chief Human Capital Officers for civilian workforce management. PL 108-411, *The Federal Workforce Flexibility Act of 2004*, added more strategies to support this change. Implemented under subpart B of Title 5, Code of Federal Regulations (CFR), Part 250, *Strategic Human Capital Management*, the HCF established and replaced the Human Capital Assessment and Accountability Framework. The *Government Performance and Results Act Modernization Act of 2010* (PL 111-352 § 10) requires integration of human capital strategies into the DAF Strategic Plan to assure full alignment of talent with DAF missions and strategy. It also requires identification of priority goals for outcome and management improvement. The Department of Defense (DoD) codified its alignment with federal policy in DoDI 1400.25, Volume 250, *DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)*, which establishes policy and assigns responsibilities for civilian SHCP, as part of total force planning, to meet current and future civilian employee requirements. Additional guidance is found in DoDD 5124.02, *Under Secretary of Defense for Personnel and Readiness (USD (P&R))*; § 1122 of PL109-163, *National Defense Authorization Act for Fiscal Year 2006*; Under Secretary of Defense for Personnel and Readiness Memorandum, *Human Capital Strategy Governance*; and 5 CFR § 300.103, *Basic Requirements*.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR):

- 2.1.1. Has overall program responsibility for civilian HCM within the DAF.
- 2.1.2. Provides guidance pertaining to the formulation, review, and execution of plans, guidance, programs, and budgets addressing the DAF HCF.

2.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1):

- 2.2.1. Ensures compliance with all legislative and Office of Personnel Management (OPM) HCF requirements. **(T-0)**
- 2.2.2. Provides management, oversight, and administration of civilian HCM.

2.3. Director of Civilian Force Management (AF/A1C): Reports HCF results, to include program effectiveness, to the Defense Civilian Personnel Advisory Service (DCPAS) as required.

2.4. Civilian Force Management Directorate (AF/A1CX):

- 2.4.1. Develops and interprets HCF policy and procedures.
- 2.4.2. Assesses and evaluates civilian HCM programs and processes under AFPD 36-1, *Appropriated Funds Civilian Management and Administration*.
- 2.4.3. Coordinates DAF-wide efforts to conduct human capital self-assessments to meet DoD civilian HCM reporting requirements.
- 2.4.4. Obtains and maintains DoD HCF evaluation certifications, if required.
- 2.4.5. Directs and ensures compliance with required corrective actions.
 - 2.4.5.1. Actively participates in OPM and DCPAS-led HCF evaluations.
 - 2.4.5.2. Conducts random inspections of installations and/or MAJCOMs/CCMDs/FLDCOMs.
 - 2.4.5.3. Communicates trends, best practices, and/or solutions to problems with DAF-wide impact.
- 2.4.6. Determines additional reporting requirements and directs supporting data analysis and evaluation regarding the HCF.
- 2.4.7. Serves as DAF focal point with external organizations for all civilian HCF matters.
- 2.4.8. Prepares, reviews, and edits reports as necessary, including review of documentation in the Inspector General-managed Management Internal Control Toolset (MICT). See AFI 90-201, *The Air Force Inspection System*, for additional guidance.
- 2.4.9. Participates in the development of the civilian portion of the DAF Strategic Human Capital Plan and Human Capital Operating Plan.
- 2.4.10. Uses DoD's HRStat tool on a quarterly basis to evaluate DAF progress toward meeting its strategic and performance goals.

2.4.11. Oversees and compiles information from self-assessments, surveys, and data calls directed by MAJCOMs/CCMDs/FLDCOMs, any other joint commands, DRU, or FOA.

2.4.12. Partners with AFPC to disseminate and share HCF evaluation results with appropriate stakeholders, to include identification of trends, notification of best practices, and recommendation of action based on survey results.

2.5. Talent Acquisition Directorate (AF/A1CT):

2.5.1. Oversees performance of the DAF Delegated Examining Units (DEU) and Special Examining Unit (SEU).

2.5.2. Actively participates in OPM and DCPAS-led DEU and SEU evaluations.

2.5.3. Obtains and maintains required DoD HCF evaluation certifications.

2.5.4. Reviews and compiles information from self-assessments by DEU and SEUs.

2.6. Air Force Personnel Center, including Operating Locations:

2.6.1. Provides operational guidance and assistance to MAJCOMs/CCMDs/FLDCOMs, any other joint commands, DRUs, FOAs, and CPSs on the HCF. **(T-2)**

2.6.2. In coordination with AF/A1C, updates, maintains, and distributes the AF Civilian Human Capital Self-Assessment Guide (hereinafter referred to as “the Self-Assessment Guide”) and the AF Workforce Planning Guide which may found on the MyFSS website at <https://myfss.us.af.mil>. **(T-2)**

2.6.3. For on-site HCF assessments led by AF/A1C, conducts virtual talent management compliance reviews of installations/MAJCOMs/CCMDs/FLDCOMs, providing reports of results to AF/A1C assessment Lead. **(T-2)**

2.6.4. As required, conducts DAF-wide employee HCM-related surveys, sharing full results with MAJCOMs/CCMDs/FLDCOMs and recommending actions for improvements. At a minimum, data should include raw data, any conducted analyses, and reports. **(T-2)**

2.6.5. Conducts internal HCF self-assessments, utilizing the Self-Assessment Guide and the MICT civilian Human Resources checklist, and reports results of self-assessments to A1C through servicing MAJCOMs/CCMDs/FLDCOMs. **(T-2)**

2.6.6. Identifies, develops, and oversees Human Resource Management training for DAF stakeholders. **(T-2)**

2.7. MAJCOM/CCMD/FLDCOM/DRU/FOA:

2.7.1. Ensures compliance and reporting within their respective staff offices and chains of command, meeting AF Inspector General and HCF policy and guidance relative to civilian human resource practices and programs. **(T-2)**

2.7.2. Uses the MICT for self-assessment and checklist management requirements. **(T-2)**

2.7.3. Conducts self-assessments of serviced population using the Self-Assessment Guide and the AF Workforce Planning Guide. The respective MAJCOM A1K, CCMD J1, FLDCOM S1, DRU, and FOA will use these assessments to provide an annual HCM report to AF/A1C, using the designated reporting template. **(T-2)**

2.7.4. Responds to requests for information or action from DAF chain of command or DCPAS, ensuring staff offices and subordinate activities comply with requirements in a timely manner. Coordinates all requests for information through local chain of command and AF/A1C prior to responding. **(T-2)**

2.7.5. Utilizes HCF information to improve civilian HCM within organizational purview. **(T-2)**

2.8. Commanders and Directors:

2.8.1. Furnishes necessary assessment and accountability support to DAF and DCPAS representatives. **(T-3)**

2.8.2. Provides information to requesting office(s) within their specified timeline(s). **(T-3)**

2.8.3. Performs HCF self-assessments as required, but at least annually. See the Self-Assessment Guide for guidance.

2.8.4. Incorporates HCF results into programs and processes to improve civilian HCM. **(T-3)**

2.8.5. Oversees development and maintenance of an installation Human Capital Workforce Plan. **(T-3)**

2.9. Civilian Personnel Section:

2.9.1. Assists serviced activities with developing civilian HCF programs consistent with activity size, mission requirements, and command requirements.

2.9.2. Actively participates in self-assessment activities, performs HCF requirements for HCM services delivered, and ensures services are efficient, effective, meet technical and legal requirements, and meet the mission requirements of their stakeholders. See the Self-Assessment Guide for guidance.

2.9.3. Collects, analyzes, maintains, and reports data and metrics on key HCF indicators, using MICT for self-assessment and checklist management requirements. **(T-3)**

2.9.4. Provides information requested by DAF, DCPAS, and OPM in a timely manner, working through the chain of command as appropriate. **(T-3)**

2.9.5. Furnishes necessary support (with chain-of-command awareness/assistance) to DAF and DCPAS representatives to meet their assessment and evaluation requirements, including accurate reports that meet analytical standards. **(T-3)**

2.9.6. Uses civilian HCF results to improve civilian HCM services. **(T-3)**

Chapter 3

HUMAN CAPITAL FRAMEWORK STRUCTURE

3.1. Human Capital Framework Systems. The HCF is supported by four human capital systems that drive actions and decisions from the strategic level down to the programmatic level. These systems are the source of the specific milestones and measures used to track human capital success in the DAF. Feedback and a constantly changing environment result in a flexible and continuously adaptable program to ensure HCM strategies and programs support goals identified in the DAF Strategic Plan and Annual Performance Plan.

3.1.1. Strategic Planning and Alignment System.

3.1.1.1. Promotes the alignment of HCM strategies with agency missions, goals, and objectives through analysis, planning, investment, measurement, and management of human capital programs.

3.1.1.2. Draws from and/or aligns to various strategic documents including the National Defense Strategy (<https://dod.defense.gov>), the AF Strategic Plan (<https://www.my.af.mil>), the Federal Workforce Priorities Report (<https://www.opm.gov>), and the Federal Employee Viewpoint Survey (<https://www.opm.gov>) to identify workforce trends, strategies, and areas requiring improvement or change.

3.1.1.3. SHCP provides a roadmap for continuous improvement and the framework for transforming DAF culture and operations within budgetary constraints.

3.1.1.3.1. SHCP should contain a clearly understood strategic direction; customer and stakeholder human capital management outcomes and goals; strategies/objectives for accomplishing the goals; implementation, communication, and change management plans as required; and a metrics-based system for accountability and progress measurement.

3.1.1.3.2. Senior management ensures SHCP and programs are implemented and evaluated through the Talent Management and Performance Culture systems.

3.1.2. Talent Management System.

3.1.2.1. Promotes a high-performance workplace, addresses competency gaps (particularly in agency mission critical occupations), and identifies and closes skills gaps by implementing and maintaining programs to attract, acquire, develop, promote, and retain a diverse, inclusive, results-oriented, high-performing workforce.

3.1.2.2. Requires planning for and managing workforce needs to meet current and future missions.

3.1.2.3. Ensures continuity of leadership by identifying and addressing actual and/or potential gaps, particularly in effective leadership, by implementing and maintaining programs that capture organizational knowledge and promotes learning.

3.1.2.4. Ensures expected outcomes include a ready workforce, investment in employees, efficient human capital operations to provide productive and effective services to internal

and external stakeholders, increased retention and customer satisfaction, and a trusted labor/management relationship.

3.1.3. Performance Culture System.

3.1.3.1. Promotes a diverse, inclusive, results-oriented, high-performing workforce by implementing and maintaining effective performance management systems and awards programs.

3.1.3.2. Provides a framework for setting objectives, documenting performance standards, and assessing employee results.

3.1.3.3. Fosters a culture of engagement and collaboration, emphasizes continuous learning, differentiates performance levels of staff, provides regular feedback, links individual performance to organizational goals, holds all employees accountable for results, and supports a diverse, inclusive, results-oriented, high-performing workforce.

3.1.3.4. Supports employees through Work-Life programs to enhance productivity, foster a sense of well-being, and increase engagement with the DAF.

3.1.3.5. Labor/Management relationship should include agreements focused on ways to build and maintain efficient, effective operations at all levels of the organization.

3.1.4. Evaluation System.

3.1.4.1. Provides a means for continuous and innovative improvement, enhancing program performance and mission outcomes.

3.1.4.2. Supports informed decisions utilizing multi-source information and reliable data to make program, policy, and mission-related decisions.

3.1.4.3. Contributes to DAF performance by: monitoring and evaluating the results of its HM strategies, policies, programs, and activities; ensuring compliance with merit system principles; and by identifying, implementing, and monitoring process improvements.

3.1.4.4. The March 26, 2018, *OPM Memorandum on Evaluation System Standards* identified five standards for updating and strengthening agency evaluation systems: leadership involvement, communication, data driven decision-making, assessment, and formal documentation, i.e., a policy that describes how the evaluation system operates and how it will serve as a roadmap for implementation. It also facilitates high success standards based on strategic planning, operational activities, and leadership/employee collaboration.

3.1.4.5. Through use of business analytics, allows leadership to review current activities and past practices, including workforce and performance data, metrics, and results, to anticipate and plan for future strategic and operational requirements.

3.2. Human Resource areas supported by the Human Capital Framework. The HCF systematically supports strategic workforce planning to meet the critical needs of aligning the DAF human capital program with current and emerging missions. The system also enables and supports the development of long-term strategies for meeting DAF Human Resource Management Domain programmatic goals. The Human Resource Management Domain includes the following areas: define, acquire, develop, utilize, sustain, transition, compensate, and develop human resource strategy and policy. DAF civilian employees are supported by HCF as they move into, among, and out of these domains over the course of their careers.

JOHN A. FEDRIGO
Principal Deputy Assistant Secretary
(Manpower and Reserve Affairs)

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

5 USC § 3301, *Civil Service*

5 CFR Part 250, *Strategic Human Capital Management*

5 CFR § 300.103, *Basic Requirements*

5 USC, § 552a, *Privacy Act of 1974*

5 USC Chapter 14 § 1401, *Establishment of Agency Chief Human Capital Officers*, and §1402, *Authority and Functions of Agency Chief Human Capital Officers*

32 USC, *National Guard*

PL 107-296, *The Chief Human Capital Officers' Act*, 2002

PL 108-411, *The Federal Workforce Flexibility Act*, 30 October 2004

PL 109-163§ 1122, *National Defense Authorization Act for Fiscal Year 2006*, 6 January 2006

PL 111-352 § 10, *Government Performance and Results Act Modernization Act of 2010*, 4 January 2010

OPM Memorandum on Evaluation System Standards, 26 March 2018

Under Secretary of Defense for Personnel and Readiness Memorandum, *Human Capital Strategy Governance*, 6 June 2006

DoDD 5124.02, *Under Secretary of Defense for Personnel and Readiness (USD (P&R))*, 23 June 2008

DoDD 5124.10, *Assistant Secretary of Defense for Manpower and Reserve Affairs (ASD(M&RA))*, 14 March 2018

DoDD 5400.11, *DoD Privacy and Civil Liberties Programs*, 29 January 2019

DoDI 1400.25, Volume 250, *DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)*, 7 June 2016

AFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 17 March 2019

AFI 33-322, *Records Management and Information Governance Program*, 28 July 2021

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

AFI 90-201, *The Air Force Inspection System*, 19 November 2018

Air Force Civilian Human Capital Self-Assessment Guide, August 2015

Air Force Civilian Workforce Planning Guide, February 2015

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFDPO—Air Force Departmental Publishing Office

AFI—Air Force Instruction

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

APF—Appropriated Fund

CFR—Code of Federal Regulations

CCMD—Combatant Command

CPS—Civilian Personnel Section

DAF—Department of Air Force

DAFI—Department of Air Force Instruction

DAFMAN—Department of Air Force Manual

DCPAS—Defense Civilian Personnel Advisory Service

DEU—Delegated Examining Unit

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

DRU—Direct Reporting Unit

FLDCOM—Field Command

FOA—Field Operating Agency

GPRA MA—Government Performance and Results Act (GPRA) Modernization Act

HCF—Human Capital Framework

HCM—Human Capital Management

HRM—Human Resource Management

MAJCOM—Major Command

MICT—Management Internal Control Toolset

OL—Operating Location

OPM—Office of Personnel Management

PL—Public Law

SEU—Special Examining Unit

SHCP—Strategic Human Capital Planning

SORN—System of Records Notice

USC—United States Code

USSF—United State Space Force

Office Symbols

AF/A1—Deputy Chief of Staff, Manpower, Personnel and Services

AF/A1C—Director of Civilian Force Management

AF/A1CT—Talent Acquisition Directorate

AF/A1CX—Civilian Force Management Directorate

SAF/AAIP—Air Force Departmental Publishing Office (AFDPO)

SAF/MR—Assistant Secretary of the Air Force (Manpower and Reserve Affairs)

USD (P&R)—Under Secretary of Defense for Personnel and Readiness

Terms

Civilian Employee—A person employed by the Department of the Air Force and paid from appropriated funds who is a US citizen, or an alien admitted for permanent residence.

Compensate—Pay and reimburse (in salary, benefits, incentives, and awards) Department of the Air Force employees in accordance with Federal law and regulations.

Define—Identify appropriate manpower and structure to accomplish the mission.

Develop—Build knowledge, skills, and abilities to meet the mission, sustain the force, and prepare for future requirements.

Evaluation—Individual, systematic studies to assess how well an entire program or some specific strategy or an aspect of a program is working to achieve intended results or outcomes. Evaluations may address questions related to the overall performance of the program, the implementation of the program, the effectiveness of program strategies, or factors that relate to variability in effectiveness of the program or strategies. Evaluations can also examine questions related to measurement of progress, such as the reliability of performance data, identifying appropriate goals or targets for performance, and understanding the contextual factors surrounding a program.

Federal Employee Viewpoint Survey—An annual survey of civilian government employees (including full-time and part-time, permanent, non-seasonal employees) conducted by the Office of Personnel Management. It measures Federal employees' perceptions of the following broad topic areas: personal work experiences, work unit, agency, supervisor, leadership, work/life programs and satisfaction, plus demographic items. The survey provides data to inform agencies' policies, decision making and improvement efforts, advance government-wide human capital management and research goals and provide a source of trend data for comparison and evaluation efforts.

Federal Workforce Priorities Report—A strategic human capital report, published by the Office of Personnel Management by the first Monday in February of any year in which the term of the

President commences. The Office of Personnel Management may extend the date of publication if needed. The report communicates key government-wide human capital priorities and suggested strategies. The report also informs agency strategic and human capital planning.

Focus Areas—Areas that the Department of the Air Force and human capital practitioners must focus on to achieve a system's standard.

Goal—A statement of the result or achievement toward which effort is directed. Goals can be long- or short-term and may be expressed specifically or broadly. Monitor progress against goals using a suite of supporting indicators.

Government Performance and Results Act Modernization Act of 2010 (GPRA MA)—The law that requires federal agencies to set strategic goals, measure performance, report on the degree to which goals are met, and to set long-term goals and objectives as well as specific, near-term performance goals.

HRstat—A strategic human capital performance evaluation process that identifies, measures, and analyzes human capital data to inform the impact of the Air Force's human capital management on organizational results with the intent to improve human capital outcomes. HRstat, which is a quarterly review process, is a component of strategic planning and alignment and evaluation systems that are part of the Human Capital Framework.

Human Capital Strategy—A process that leverages information gleaned from workforce planning to develop a method for implementing the Human Capital Framework systems via an integrated process. The systems will be implemented in coordination with human capital policies, programs, and initiatives to substantiate human capital's contributions to mission accomplishment. Additionally, the strategy determines a path that ensures that work functions and processes - (to include the development/administration of human resource programs and policies, resource identification/allocation, training, and human resource Information Technology systems) -work together to ensure the management of a thriving workforce. The strategy must rely upon the principles of the Strategic Planning and Alignment system of the Human Capital Framework to ensure that the principles of foresight are used to identify the current and future workforce skills needed.

Human Capital Framework—Provides comprehensive guidance on the principles of strategic human capital management. The framework provides direction on human capital planning, implementation, and evaluation in the Federal environment.

Human Capital Operating Plan—The human capital implementation document, which describes how the Air Force will execute the human capital elements stated within the Air Force Strategic Plan and Annual Performance Plan. Program-specific workforce investments and strategies (e.g., hiring, closing skill gaps) should be incorporated into the Annual Performance Plan as appropriate. The Human Capital Operating Plan should clearly execute each of the four systems of the Human Capital Framework and should align with the Government Performance and Results Act (GPRA) Modernization Act of 2010, annual performance plans and timelines.

Human Resource Management Strategic Board (HSB)—Provides strategic oversight and direction to the enterprise and provides strategic recommendations to the Human Resource Management Strategic Council (HSC); chaired by the SAF/MRR or designee.

Metrics (or measures, indicators)—A value that indicates the state or level of quality of that which is being measured. Metrics are measurements, either qualitative or quantitative, that provide a basis for evaluating effectiveness and efficiency of performance.

MyFSS Website—Located on the Air Force Portal, this website is an enterprise solution to provide a centralized place available for Airmen and Guardians to proactively manage their career, benefits, services and family care from hire to

Retire.

myPers Website—Located on the Air Force Portal, this website provides access to civilian human resources information, personal employment—related documents and accounts (e.g., the individual’s electronic official personnel file, MyPerformance account, and relevant Air Force-wide announcements), and notifications. (<https://mypers.af.mil>)

National Defense Strategy—Developed in support of the President’s National Security Strategy, this is a detailed, classified strategy for the Department of Defense to build a more lethal Joint Force and Defense enterprise to deal with national security challenges today and in the future.

Performance Culture—Performance culture is based on discipline that promotes decisiveness and standards of excellence and ensures direct accountability. Commitments and expectations are clear. Proactive performance management blocks obstructive behaviors and supports, reinforces, and rewards constructive ones. Employees are truly engaged in the business of the organization. A system that engages, develops, and inspires a diverse, inclusive, results-oriented, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that support mission objectives.

Performance Goal—A target level of performance expressed as a tangible, measurable objective against which actual performance can be compared, including a goal expressed as either a quantitative or qualitative standard, value, or rate.

Program Evaluation—Individual, systematic studies to assess how well a program is working to achieve intended results or outcomes. Experts external to the program, either inside or outside the Air Force, often conduct program evaluations.

Result—The consequence of a particular action, operation, or course; the outcome. The desired effects when key elements of a critical success factor are effectively implemented. Results are expected for each system in the Human Capital Framework in two categories: effectiveness results and compliance results. Compliance results refer to specific statutory or regulatory requirements.

Skill Gap—A variance between the current and projected workforce size and skills needed to ensure the Department of the Air Force has a cadre of talent available to meet its mission and make progress towards achieving identified goals and objectives now and into the future.

Standard—An acknowledged measure of comparison for quantitative or qualitative value; a criterion or norm. A consistent practice within human capital management which the Air Force strives toward in each of the four Human Capital Framework systems. The standards ensure that the Department of the Air Force human capital management strategies, plans, and practices: (1) Are integrated with strategic plans, annual performance plans and goals, and other relevant budget, finance, and acquisition plans; (2) Contain measurable and observable performance targets; (3) Are communicated in an open and transparent manner to facilitate cross-agency collaboration to

achieve mission objectives; and (4) Inform the development of human capital management priority goals for the Air Force.

Strategic Human Capital Plan—A plan that sets forth how the Department of the Air Force human capital management strategies will be aligned with missions, goals, and objectives through analysis, planning, investment, and management of human capital programs. Broadly stated, the plan describes what the agency will do to ensure employees have the mission-critical competencies required to carry out the agency’s strategic goals. This involves workforce planning and deployment, including succession planning; recruiting and retaining talent; achieving performance goals; and addressing unique programmatic challenges.

Strategic Planning and Alignment System—An organized method for identifying human capital management strategies that align with the organization’s missions, goals, and objectives.

Sustain—Provide individuals with what they need to productively stay in Department of the Air Force employment.

Talent Management—The strategic anticipation of required human capital for an organization and the planning to meet those needs. Talent management is an organization’s commitment to recruit, hire, manage, develop, and retain talented employees.

Transition—Facilitate movement in, out, and between positions within the Department of the Air Force, other employers, and separation or retirement.

Utilize—Use of Human Capital/people to accomplish the mission.

Workforce Planning—A systematic and continuous process in which all levels of Department of the Air Force leadership and management teams work in coordination with their human resources staff to identify the size and composition of a workforce needed to achieve the Department of the Air Force goals and objectives. The process incorporates the practice of business intelligence to identify the knowledge and skills required (now and into the future) to then assess the current workforce to calculate the personnel/skills gaps. The outputs of the workforce planning process will inform the implementation of human capital strategy to ensure the Air Force is agile, resilient, and able to respond to current and future impacts.