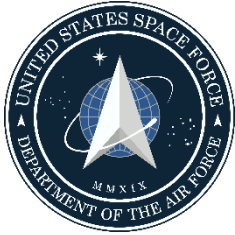


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Personnel

**CIVILIAN HUMAN CAPITAL
EVALUATION AND ACCOUNTABILITY
PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This publication implements Department of the Air Force Instruction (DAFI) 36-117, *Civilian Human Capital Framework*. It provides guidance and procedures on the Civilian Human Capital Evaluation and Accountability (CHCEA) Program and establishes the framework for its administration. This publication applies to all civilian employees and uniformed members of the United States Space Force (USSF). This publication does not apply to Regular Air Force, the Air Force Reserve, or the Air National Guard. This publication requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by 5 USC, 552a, *Records maintained on individuals* (Privacy Act of 1974). 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 about this publication to the Office of Primary Responsibility (OPR) using the Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive unit, delta, or equivalent level requirements in this publication are identified with a tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority or alternately to the requestor's commander for non-tiered compliance items.

Chapter 1

PROGRAM OVERVIEW

1.1. Background.

1.1.1. An effective workforce is essential to mission success; therefore, USSF strives to increase confidence in its credibility, improve work processes and efficiency, and maintain consistency to ensure a positive Guardian experience.

1.1.2. This publication, supplementing the DAFI36-117, establishes the framework for administration of the CHCEA program including what is subject to a CHCEA review, the overall process, and how findings are recorded and used for continuous improvement of civilian Human Resources (HR) programs. The program leverages data; promotes continuous improvement; and focuses on effectiveness, efficiency, and compliance with merit system principles, laws, federal regulations, and Department of Defense (DoD), DAF, and USSF human capital policies and procedures.

1.1.3. In this context, USSF:

1.1.3.1. Remains subject to the overarching DAF Human Capital Framework (HCF) Program, managed by AF/A1C.

1.1.3.2. Assesses key functional areas, including staffing, classification, pay administration, compensation, position coding, employee/management relations, labor/management relations, performance management, and recognition.

1.1.3.3. Identifies and focuses on results and delivers quality and compliant services to meet current and future needs.

1.1.3.4. Identifies and addresses various human capital opportunities, challenges, risks, and potential gaps.

1.1.3.5. Initiates continuous human capital improvement throughout the service.

1.2. Purpose.

1.2.1. To maintain consistency within human capital programs in preparation for DAF audit requirements.

1.2.2. In accordance with the DAF Human Capital Framework (HCF) structure, items subject to review fit into at least one of the following broad human capital elements:

1.2.2.1. Strategic Planning and Alignment – A system that ensures agency human capital programs are aligned with agency missions, goals, and objectives through analysis, planning, investment, measurement, and management of human capital programs.

1.2.2.2. Talent Management – A system that promotes a high-performing 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 results-oriented, high-performing workforce.

1.2.2.3. Performance Culture – A system that promotes a results-oriented, high-performing workforce by implementing and maintaining effective performance management systems and awards programs.

1.2.2.4. Evaluation – A system that provides a means for continuous and innovative improvement, enhancing program performance and mission outcomes.

1.3. Guidelines.

1.3.1. Leadership at all levels, especially managers, supervisors, and HR professionals ensure Guardians are managed efficiently and effectively in support of mission accomplishment, and in compliance with laws, rules, regulations, policies, and the merit system principles.

1.3.2. Evaluations aim to provide feedback to commanders so they may make decisions that will improve human capital programs and compliance.

1.3.3. Areas of focus for all evaluations include:

1.3.3.1. Measuring compliance against statutory, regulatory, and policy requirements to ensure mission effectiveness.

1.3.3.2. Reviewing how well human capital programs are attracting, acquiring, developing, promoting, and retaining a high-performing workforce.

1.3.3.3. Reviewing how well human capital programs are engaging and inspiring a high-performing workforce.

1.3.4. The CHCEA program focuses on:

1.3.4.1. Measuring performance or outcomes against mission goals and a statutory, regulatory, or policy requirement.

1.3.4.2. Identifying challenges if requirements are not met.

1.3.4.3. Determining the magnitude of the opportunities and challenges.

1.3.4.4. Seeking the systemic root cause(s) of the issue.

1.3.4.5. Determining a solution(s) and corrective action.

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 Human Capital Management (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 Space Operations for Human Capital (SF/S1): Maintains responsibility and oversight of the program.

2.3. Director of Civilian Policy and Management (SF/S1C):

- 2.3.1. Under authority and direction of SF/S1, directs development and implementation of CHCEA program.
- 2.3.2. Acts as Subject Matter Experts (SME) performing strategic evaluations of human capital policies and programs at the field command (FLDCOM) level.
- 2.3.3. Creates a report of findings and verifies corrections of findings.
- 2.3.4. Provides appropriate training based on review results.
- 2.3.5. Publishes results of these evaluations and any other related information for use.
- 2.3.6. Recommends and monitors actions for evaluated FLDCOMs.
- 2.3.7. Coordinates with AF/A1 in the evaluation and assessment of DAF human capital practices.
- 2.3.8. Develops proposed USSF human capital policy changes based on assessments, analyses, surveys, and evaluations.

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

- 2.4.1. Ensures compliance with all legislative and Office of Personnel Management (OPM) HCF requirements.
- 2.4.2. Provides management, oversight, and administration of DAF civilian HCM.

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

2.6. FLDCOMs and HR Servicing Offices:

- 2.6.1. Facilitate and partner with SF/S1C to complete reviews for items within their control.
- 2.6.2. Make corrections to personnel actions.
- 2.6.3. Provide documentation and case file access.
- 2.6.4. Ensure field organizations are aware of upcoming reviews, changes in processes, and updated guidance.
- 2.6.5. Provide resources, if needed, for reviews.

2.6.6. Respond to requests for information or action from SF/S1C, ensuring staff offices and subordinate activities comply with requirements in a timely manner.

2.6.7. Ensure timely compliance and provide updates on completed items as required.

2.6.8. Support evaluations conducted under the direction of SF/S1C and direct and implement corrective actions, as appropriate, on evaluations.

2.6.9. Recommend higher echelon policy and program improvements.

2.6.10. Establish unit level evaluation program and conduct self-assessments.

2.7. Supervisors/Managers : Respond to any requests for information or support related to reviews.

2.8. Respective OPR for Evaluation Findings:

2.8.1. Reviews findings and completes necessary corrections.

2.8.2. Notifies employees and supervisors of findings with current/immediate negative impacts.

Chapter 3

PROCESS

3.1. Evidence-Based Methodology . SF/S1C utilizes results from CHCEA reviews to make informed decisions on how to best improve HR practices.

3.2. Selection of Program Area Emphasis. USSF may rotate the human capital program and functional areas and population to be reviewed in coordination with the requirements of the DoD HCF, USSF strategic human capital goals, and/or other areas of high interest.

3.3. Sequence.

3.3.1. Items are reviewed for each FLDCOM and DRU every other year, per the CHCEA schedule.

3.3.2. Organizations are to be notified in writing by SF/S1C 30 days prior to each review. The written notification includes the following:

3.3.2.1. Evaluation timeframe.

3.3.2.2. Organization expectations.

3.3.2.3. Overall objectives.

3.3.2.4. Results from prior evaluation (if applicable).

3.3.3. Evaluators have two weeks to conduct reviews, create a report of findings, and provide the report of findings to respective OPR responsible for making the corrections. The reports provided to OPRs include the following:

3.3.3.1. Number of items reviewed.

3.3.3.2. Detailed findings.

3.3.3.3. Corrections required and associated timeline.

3.3.4. Correction Timeline.

3.3.4.1. OPR has 10 business days to review and/or make corrections to findings with current/negative impacts.

3.3.4.2. OPR has 30 business days to review and/or make corrections to findings with no current/negative impacts.

3.3.4.3. Extensions are granted on a case-by-case basis.

3.3.5. Verification of all adjudication is completed by evaluators.

3.3.6. Final reports, including the number of findings, details of each finding, etc. are provided to SF/S1C by evaluators. Final reports provided to SF/S1C include the following:

3.3.6.1. Scope of evaluation.

3.3.6.2. Number of items reviewed.

3.3.6.3. Detailed findings.

3.3.6.4. Corrections required.

3.3.6.5. Confirmation of corrections made.

3.3.6.6. Recommendations.

3.3.7. Training, if applicable, provided by evaluator or appropriate subject matter expert.

3.4. Reporting Corrective and Improvement Actions.

3.4.1. Following an evaluation, SF/S1C provides a report to the respective organization's senior leadership no later than 45 calendar days from completion. The ranks of senior leadership receiving the results, at a minimum, include the first general officer or senior executive in the human capital chain of command. Organizations may broaden the distribution list at their request. The report provided to senior leadership includes the following:

3.4.1.1. Evaluation findings.

3.4.1.2. Required corrective actions describing the steps to be taken to address any violations of laws, regulations, or policies.

3.4.1.3. Recommendations to strengthen or improve human capital management, processes, and activities.

3.4.2. Within 60 calendar days of receiving this report, the organization and leadership are to develop and submit an action plan, to include expected completion date, addressing required and recommended actions to SF/S1C. If an organization fails to comply with the established timeline, SF/S1C will elevate the issue to the first general officer or senior executive in the human capital chain of command.

3.4.3. SF/S1C maintains records documenting what actions were taken to address issues identified during the evaluation for a period of two years.

GWENDOLYN R. DeFILIPPI, SES, DAF
Acting Assistant Secretary
Manpower and Reserve Affairs

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

5 USC § 552a, *Records maintained on individuals* (Privacy Act of 1974)

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

DAFI 36-117, *Civilian Human Capital Framework*, 9 December 2022

DAFMAN 90-161, *Publishing Processes and Procedures*, 18 October 2023

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

CHCEA—Civilian Human Capital Evaluation and Accountability

DAF—Department of the Air Force

DAFI—Department of Air Force Instruction

DAFMAN—Department of Air Force Manual

DCPAS—Defense Civilian Personnel Advisory Service

DoD—Department of Defense

FLDCOM—Field Command

HCF—Human Capital Framework

HR—Human Resources

OPM—Office of Personnel Management

OPR—Office of Primary Responsibility

SME—Subject Matter Expert

SPFMAN—Space Force Manual

USSF—United States Space Force

Office Symbols

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

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

AF/A1C—Director of Civilian Force Management

SF/S1—Deputy Chief of Space Operations for Human Capital

SF/S1C—Director of Civilian Policy and Management

Terms

Approval Authority—Senior leader responsible for contributing to and implementing policies and guidance/procedures pertaining to his/her functional area(s) (e.g., heads of functional two-letter offices).

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.