



United States Air Force Diversity Strategic Roadmap

Air Force Global Diversity Division, AF/A1DV
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Vision: Be a leading competitor in the search for talent

Mission: Enable the Air Force to attract, recruit, develop and retain a high-quality, diverse total force

“Across the service, we represent a broad range of diverse missions, family situations, ethnicities, faiths, races and educational backgrounds. Yet, together, this rich tapestry forms the world’s finest Air Force, drawn from the best talent that America has to offer.”

-- Michael B. Donley, Secretary of the Air Force

“The greatest strength of our Air Force is our Airmen! The greatest strength of our Airmen is their diversity! Each of them comes from a different background, a different family experience and a different social experience. Each brings a different set of skills and a unique perspective to the team. We don't just celebrate diversity...we embrace it!”

-- General Mark A. Welsh III, Air Force Chief of Staff

“The men and women serving in the U.S. Air Force are representative of the diversity of our nation. We value this diversity and it's one of our greatest strengths; our Airmen come together to produce an incredible team that can accomplish any mission and overcome any challenge. The uniqueness of these Airmen and the ability to leverage this uniqueness over time will ensure we remain the world's greatest Air Force.”

-- James A. Cody, Chief Master Sergeant of the Air Force

Introduction

Diversity is a military necessity. Air Force decision-making and operational capabilities are enhanced by diversity among its Airmen, uniformed and civilian, helping make the Air Force more agile, innovative and effective. It opens the door to creative solutions to complex problems and provides our Air Force a competitive edge in air, space and cyberspace. Diversity includes and involves all of us. It strengthens the United States of America and gives the United States Air Force a decisive advantage as we engage globally.

Diversity is an imperative if the Air Force is to remain competitive in attracting, recruiting, and retaining America's best talent. Moreover, diversity is critical for successful operations in the international community. With a force interacting with people around the globe, cross-culturally competent Airmen (and those proficient in foreign languages) are critical to building partnerships and conducting the full range of military operations.

The Air Force has a legacy of leading the way in removing barriers to opportunity. Our efforts are ongoing, and we continue to analyze our processes to ensure we eliminate barriers to success. Our core values of integrity first, service before self, and excellence in all we do, along with a tradition of innovation, compel us to ensure that diversity remains a priority.



The Air Force Diversity Strategic Roadmap is an action plan for the Air Force that directly supports the diversity objectives of the 2011 Presidential Executive Order (EO) 13583, *Establishing A Coordinated Government-Wide Initiative To Promote Diversity And Inclusion In The Federal Workforce*; the 2011 Office of Personnel Management Government-Wide Diversity and Inclusion Strategic Plan; the 2011 National Military Strategy; the Department of Defense Diversity and Inclusion Strategic Plan, 2012 –2017; Air Force Policy Directive (AFPD) 36-70, *Diversity*; and Air Force Instruction (AFI) 36-7001, *Diversity*. AF/A1D is charged with responsibility for assisting the Air Force-at-large in execution of this roadmap.

This roadmap provides guidance to enhance the diversity of the United States Air Force and to track progress and success. Additionally, the roadmap frames involvement of the Secretary of the Air Force (SECAF) and Chief of Staff of the Air Force (CSAF), as the owners of the plan, as well as Assistant Secretaries; Deputy Chiefs of Staff; the Chief Master Sergeant of the Air Force (CMSAF); Director, Air National Guard; United States Air Force Academy Superintendent; Major Command Commanders; Forward Operation Agency (FOA) and Direct Reporting Unit (DRU) commanders and superintendents, all of whom are essential for sustainment and accountability. The roadmap includes five priorities with corresponding goals and actions to:

institutionalize diversity throughout the Air Force and enable us to **attract, recruit, develop** and **retain** a high quality, talented, and diverse total force. We intend to achieve these goals as a meritocracy, ensuring a level playing field for all. While commanders at all levels have a lead role in advancing these priorities, every Airman is a participant and shares responsibility for ensuring the talents and capabilities of each individual are recognized, valued and used toward enhancing mission accomplishment.

This is a living document. As such, periodic adjustments will be made to capture progress and improvements, new or updated information and to ensure a deliberate course toward developing and sustaining a high-quality, talented, diverse and inclusive total force.

Air Force Definition of Diversity

The Air Force broadly defines diversity as a composite of individual characteristics, experiences and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes but is not limited to: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender. Diversity also is further subdivided into demographic, cognitive, behavioral, organizational/structural and global diversity. **This concept of diversity is to be tailored as specific circumstances and the law require.**

An all-volunteer force must represent the country it defends. We will strengthen our commitment to the values of diversity and inclusivity, and continue to treat each other with dignity and respect. We benefit immensely from the different perspectives, and linguistic and cultural skills of all Americans.

- 2011 National Military Strategy

Policy

The Air Force will develop and maintain comprehensive diversity initiatives to enhance the all volunteer total force, to include active duty, Guard, Reserve, and civilians.

These initiatives will:

- Educate and train all personnel on the importance of diversity, including mutual respect, thus promoting an Air Force culture that values inclusion of all personnel in the total force and views diversity and inclusion as a force multiplier in accomplishing the Air Force mission
- Ensure all personnel in the total force understand they are valued and have the opportunity to achieve their full potential while contributing to the mission
- Establish effective diversity training, mentoring, and professional development that provide the tools for personnel to navigate personal career progression
- Provide awareness training in cross-cultural competencies to enhance organizational capabilities
- Ensure adequate resources (manpower and financial) are allocated to sustain effective diversity outreach/recruiting programs

Roles and Responsibilities

Successful implementation of this roadmap depends on the commitment and engagement of every Air Force leader.

The SECAF establishes diversity policy.

The Assistant Secretary of the Air Force, Manpower and Reserve Affairs, (SAF/MR) is responsible for diversity at all levels of the Air Force and will:

- Provide strategic direction, oversight and guidance for attracting, recruiting, developing, and retaining a diverse and talented total force to leverage the unique qualities of the citizenry we serve and to achieve mission excellence
- Co-chair the Air Force Diversity Committee (AFDC). The AFDC will offer advice on major diversity policy issues and long-term strategic oversight and perspectives. The committee will consist of representatives from functions responsible for implementing this roadmap

The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) provides guidance and resource advocacy, and implements diversity strategy, and will:

- Develop and maintain this roadmap and AFI 36-7001, *Diversity*
- Provide assessment and analysis of diversity initiatives including identification and analysis of any barriers (barrier analysis) to diversity within the total force
- Co-chair the AFDC

The Air Force General Counsel (SAF/GC) and the Judge Advocate General (AF/JA) will advise the SECAF, CSAF, SAF/MR, and AF/A1 in all matters related to diversity.

Major Commands (MAJCOMs), the National Guard Bureau (NGB), Field Operation Agencies (FOAs), and Direct Reporting Units (DRUs) will develop diversity initiatives and procedures which implement departmental policy and guidance and support the priorities contained herein.

All personnel should understand the importance of diversity, including mutual respect, thereby helping to promote and strengthen an Air Force culture that values inclusion of all personnel in the total force and views diversity throughout the workforce as a force multiplier in accomplishing the Air Force mission.

Installations outside the Continental United States may apply for a waiver of those requirements that are record-keeping in nature and to the requirement to develop and maintain comprehensive diversity initiatives. Requests for waivers initiated at MAJCOM-level will be submitted in memorandum format from the MAJCOM/CV to AF/A1 for approval. Requests for waivers at the installation-level will be submitted by the installation commander through his/her parent MAJCOM/CV to AF/A1 for approval.

Unless otherwise stated, performance measures referenced within this document will be submitted/evaluated on an annual basis.

Air Force Priorities

Priority: INSTITUTIONALIZE diversity as necessary to mission success

Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion

Goal 1: Develop and sustain policies and procedures to ensure diversity and inclusion are an institutional priority.

Action 1: Air Force leaders issue written diversity policy statements, attend diversity outreach events and/or include statements on the importance of diversity and inclusion in speeches and interviews.

Action 2: Establish and/or leverage forums, i.e. the Air Force Diversity Committee (AFDC), and Cross Functional Diversity Teams (CFDTs) to oversee and monitor key diversity and inclusion initiatives.

Action 3: Communicate the Air Force definition and the importance of diversity to all Airmen.

Performance Measures:

- Diversity management forums established in accordance with (IAW) AFI 36-7001, *Diversity*, by the end of the 2nd quarter, FY 13. **(OPR: AF/A1, SAF/MR, MAJCOMS, FOA, DRU, NGB, and AFR)**
- Annually track funding allocated to HAF, AFRS, USAFA, and AFPC to ensure sufficient resources are available to support Air Force-level diversity recruiting and outreach efforts. **(OPR: SAF/FM and AF/A1)**
- Annually review AFI 36-7001, *Diversity; Diversity Strategic Roadmap; Strategic Communications Plan; and Senior Leader Diversity Talking Points* and update as required. **(OPR: AF/A1DV)**
- Track results of periodic Internal Communications Assessment Group (ICAG) survey as an indicator of how Airmen think about diversity, their opinions, perceptions, and awareness of Air Force diversity initiatives. **(OPR: AF/A1D and SAF/PA)**

Goal 2: Ensure leadership commitment to an accountable and sustained diversity effort.

Action 1: Develop a framework to monitor/gauge senior leader commitment to, and support of, diversity and inclusion.

Action 2: In coordination with the Air Force Barrier Analysis Working Group (AFBAWG) identify and, where appropriate, take specific actions to remove barriers which inhibit achievement and sustainment of a diverse, inclusive total force.

Performance Measures:

- Periodically assess media coverage highlighting the impact of the speeches and interviews given by General Officers, civilian equivalents, and the CMSAF that convey the importance of diversity and inclusion and measure impact where possible. **(OPR: SAF/PA)**
- Based on the Diversity Strategic Communication Plan, track the execution of projected/scheduled number of outreach events and other venues used by General Officers, and civilian equivalents, and the CMSAF to communicate leader commitment to diversity and measure impact where possible. **(OPR: AF/CX and SAF/PA)**
- Prepare an annual report of identified barriers and associated corrective actions. **(OPR: AF/A1Q, AFBAWG)**

Goal 3: Employ compelling and consistent Strategic Communications to leverage public engagement opportunities to communicate consistently on diversity.

Action 1: Create and execute a diversity and inclusion (D&I) strategic communications plan and senior leader talking points.

Action 2: Maximize the use of social media to communicate that the Air Force values diversity, inclusion and mutual respect.

Performance Measures:

- D&I strategic communications and senior leader talking points published and reviewed/updated annually. **(OPR: SAF/PA)**
- Periodically assess trends and report frequency and types of social media used to communicate to internal¹ and external target audiences² and measure impact where possible. Utilize the Where Airman Get Their Information survey to determine the best methods for getting the word out to the Air Force population. **(OPR: SAF/PA)**

¹ Internal target audience refers to all members of the Total Force, which include active duty, Guard, Reserve, and civilians.

² External target audience refers to potential active duty, Guard, Reserve, and civilian accessions and their influencers. Influencers are individuals who have the power to affect the decisions or actions of others because of their (real or perceived) authority, knowledge, or position. Examples include ministers, politicians, community leaders, school counselors, parents, and activists.

Priority: ATTRACT high-quality, talented, diverse individuals to consider service in the United States Air Force, in uniform or as civilian employees

To meet the challenges of the 21st century, position the Air Force as an “employer of choice” and attract top talent (competent, qualified and diverse) from all constituent and emerging markets. Airmen and community influencers are essential in creating positive role models in the community and attracting talented individuals with skills consistent with Air Force requirements such as STEM (science, technology, engineering and mathematics), foreign language abilities, cultural/regional knowledge, and physical fitness

Goal 1: Align strategic outreach efforts to attract a broad talent pool reflective of the best of the nation we serve.

Action 1: Review and modify policies as necessary to ensure outreach efforts are targeted to attract a broad talent pool.

Action 2: Assess gaps in communications, marketing and advertising to improve society’s awareness of the range of diverse opportunities available to United States Air Force uniformed members and civilians.

Action 3: Evaluate national-level outreach activities in order to establish the criteria for Air Force participation and synchronize efforts across the Air Force. Realign resources (manpower, financial resources, etc.) as appropriate.

Performance Measures:

- Report gaps in resources supporting marketing and advertising awareness campaigns. **(OPR: AFRS, USAFA, AETC, AFPC)**
- Periodically assess media coverage highlighting the impact of the speeches and interviews given by General Officers, civilian equivalents, and the CMSAF, with key civic/community leaders, and District and State offices of Members of Congress that convey the importance of diversity and inclusion and measure impact where possible. **(OPR: AF/CX, SAF/PA)**
- Based on the Diversity Strategic Communication Plan, track the execution of projected/scheduled number of outreach events and other venues used by General Officers, and civilian equivalents, and the CMSAF where they engage potential candidates in discussions about the Air Force, its mission and employment opportunities. **(OPR: AF/CX and SAF/PA)**
- Periodically assess media coverage and impact of attending strategic diversity events with youth, community members and influencers during base orientation visits, civic leader tours, and service member participation in community activities. **(OPR:**

FOA/DRU/MAJCOM/installation Public Affairs, CAIB/CAIB subcommittees, CFDTs or designated forum, NGB and AFR Public Affairs, and HRDC)

- Track the number of outreach events that are identified as having contributed to diversity in the Air Force, as evidenced by a positive return on investment report. **(OPR: SAF/MR and AF/A1)**

Goal 2: Develop policies and programs that support the efforts to identify and attract the best qualified candidates from a broad, diverse talent pool.

Action 1: Leverage relationships with Department of Defense (DoD) and non-DoD entities to enhance outreach strategies to ensure they effectively reach all segments of society and target all attributes of diversity with emphasis on strategic capabilities, language skills, cultural knowledge, and STEM competencies.

Action 2: Establish/expand strategic relationships with internal and external key stakeholders at colleges and universities, trade schools, apprentice programs, STEM initiative programs, affinity organizations and influencers in order to strengthen the Air Force position in under-recruited geographic areas.

Action 3: Launch and sustain a targeted direct mail and e-mail campaign through Air Force Recruiting Service (AFRS) to increase awareness of United States Air Force Academy (USAFA) and Air Force Reserve Officer Training Corps (AFROTC) opportunities among demographically diverse high performing high school freshmen, sophomores, juniors, and seniors, as well as Officer Training School (OTS) and civilian service opportunities among high performing prospective college graduates, including persons with disabilities.

Performance Measures:

- Annually assess the effectiveness of policies and strategic partnerships and measure impact where possible. **(OPR: AF/A1DV)**
- Track Business Response Cards returned and annually correlate results with applications and appointments to USAFA, scholarship applications and acceptances to AFROTC and accessions through OTS or civilian service. **(OPR: AFRS, USAFA, AFROTC, AFPC)**
- Track number of hits to the online Landing/Lead Capture Pages and annually correlate those resulting in USAFA appointment, award of AFROTC scholarships or acceptance into OTS or accession into civilian service. **(OPR: AFRS, USAFA, AFROTC, AFPC)**

Priority: RECRUIT high-quality, talented diverse individuals to serve with the United States Air Force in uniform or as civilian employees

To ensure the Air Force can capitalize on high quality, diverse talent, recruiting strategies must allow the Air Force to recruit from all markets

Goal 1: Sustain a robust strategic outreach program that creates opportunities for recruiting a high-quality, diverse talent pool, reflective of the best of the nation we serve.

Action 1: Leverage relationships with DoD and non-DoD entities to ensure recruitment practices are effectively reaching all segments of society.

Action 2: Assess the effectiveness of current branding and recruitment practices for all demographics/markets to ascertain actionable steps to increase access and positioning.

Performance Measures:

- Collect/analyze applicant flow data and recruiting trends and compare against relevant civilian labor force (RCLF) data and qualified, eligible, civilian applicant pool to identify gaps. (OPR: AFPC, USAFA)
- Collect/analyze accessions flow data and recruitment trends and compare against qualified, eligible, military applicant pools to identify gaps. (OPR: USAFA, AFPC, AFRS, AFROTC)
- Report annual accessions for key demographics and compare to qualified, eligible populations where applicable. (OPR: USAFA, AFPC, AFRS, AFROTC)
- Track the number of outreach events that are identified as having contributed to diversity in the Air Force, as evidenced by a positive return on investment report. (OPR: SAF/MR and AF/A1)

Goal 2: Implement, enhance, and sustain recruiting practices and strategies designed to draw from all segments of society.

Action 1: Establish a baseline for measuring and improving diversity in applicant pools across communities of interest/talent centers and ensure the appropriate recruiting assets are allocated. Realign resources where necessary.

Performance Measures:

- Utilize baseline and accessions data to measure results and realign resources as appropriate. (OPR: USAFA, AFPC, AFRS, AFROTC)

- Report annual accessions (military and civilian) within communities of interest/talent centers, and compare to qualified, eligible populations. (OPR: USAFA, AFPC, AFRS, AFROTC)

Priority: DEVELOP a high-quality, talented and diverse total force (active duty, Guard, Reserve and civilians)

Create an effective life-cycle continuum that focuses on education, training, mentoring, and professional development to provide tools for personnel to navigate career progression while nurturing innovation, service and leadership

Goal 1: Promote diversity and inclusion through training, leadership development, and employee engagement programs.

Action 1: Infuse diversity and inclusion principles and concepts throughout the on-boarding and leadership development and training continuum to ensure all Airmen understand the impact of diversity and inclusion on mission accomplishment.

Action 2: Review leadership development programs, determine whether they draw from all segments of the total force, and develop strategies to eliminate barriers where they exist.

Performance Measures:

- Diversity and inclusion training blended throughout the professional development and training continuum. (OPR: AF/A1DV, AF/A1DL)
- Analyze course critiques to determine effectiveness and adjust curriculum as required. (OPR: USAFA, AETC)

Goal 2: Develop and mentor a talented Air Force team that can effectively operate in a global environment.

Action 1: Establish effective, and, where appropriate, benchmark existing mentoring and professional development programs to provide tools to maximize individual potential and opportunity for leadership across the total force.

Action 2: Review and, where appropriate, modify policies to ensure broad access to mentoring opportunities/tools for all personnel.

Action 3: Ensure professional development and training programs include objectives to enhance cross-cultural competencies.

Performance Measures:

- Track the number/percentage of supervisory total force personnel, who indicate in an annual survey that they are serving as a mentor. (OPR: AFPC)
- Track the number/percentage of total force personnel who indicate in an annual survey they are being effectively mentored. (OPR: AFPC)

- Cross-cultural competency awareness included in professional development and training curriculum at the appropriate levels throughout the learning continuum. (OPR: AF/A1D, AETC)

Priority: RETAIN a high-quality, talented and diverse total force

Achieve an inclusive environment that provides the total force with the opportunity to realize their full potential, and the ability to apply it in their service

Goal 1: Develop and promote quality of life approaches/practices that influence the retention of top talent across the total force capable of meeting the Air Force mission requirements.

Action 1: Conduct annual Career Intentions/New Directions survey to identify issues/barriers impacting retention across the force. Where feasible, make appropriate policy changes to remove barriers to retention and address issues raised in the survey.

Action 2: Assess and, where appropriate, benchmark government and industry work-life flexibilities best practices.

Performance Measures:

- Track/analyze annual Career Intentions/New Directions survey results and assess the degree to which current policies positively or negatively impact retention. (OPR: AF/A1P)
- Compile annually a report of the barriers and issues identified by the AFBAWG and other sources i.e. the Career Intentions/New Directions survey. Develop a list of potential policy or other changes to address/eliminate the barriers/issues. (OPR: AF/A1D, AF/A1Q, AFBAWG)

Goal 2: Understand and address factors that influence attrition among certain groups of Airmen (currently, as identified by the AFBAWG, this includes women, Hispanics and individuals with disabilities).

Action 1: Conduct annual Internal Communications Assessment Group (ICAG) Survey to determine the diversity and inclusion climate across the Air Force.

Action 2: Conduct Women in the Air Force study to identify issues contributing to lower retention rates among females.

Action 3: Conduct exit surveys and samplings of employee feedback and other data gathering efforts for civilian employees as well as military members.

Performance Measures:

- Track/analyze the periodic ICAG survey and Women in the Air Force study results as indicators of Airmen's perceptions of diversity and inclusion climate within the Air Force and its influence on career decisions. **(OPR: SAF/PA)**
- Track/analyze exit surveys and samplings for potential explanations of higher attrition rates among certain groups as well as indicators of Airmen's perceptions of inclusion climate within the Air Force and its influence on career decisions. **(OPR: AF/A1Q)**

DANIEL B. GINSBERG
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)

Glossary of Acronyms and Terms

Acronyms

AETC—Air Education and Training Command

AFBAWG—Air Force Barrier Analysis Working Group

AFDC—Air Force Diversity Committee

AFRL—Air Force Research Lab

AFRS—Air Force Recruiting Service

ANGDC—Air National Guard Diversity Committee

CAIB—Community Action Information Board

CFDT—Cross Functional Diversity Team

HRA—Human Resources Advisor

HRDC—Human Resources Development Council

ICAG—Internal Communications Assessment Group

OTS—Officer Training School

PME—Professional Military Education

ROTC—Reserve Officer Training Corps

STEM—Science, Technology, Engineering and Mathematics

USAFA—United States Air Force Academy

Terms

Air Force Barrier Analysis Working Group (AFBAWG)—Analyzes anomalies found in workplace policies, procedures, and practices that limit or tend to limit employment opportunities for individuals. This group identifies the root causes of those anomalies, and if appropriate, devises plans to eliminate them.

Air Force Civilian Service—Civilian support service component of the total force that is not active duty military, but work side by side to accomplish the Air Force’s mission.

Airman— The term Airman has historically been associated with uniformed members of the US Air Force (officer or enlisted; regular, reserve, or guard) regardless of rank, component, or specialty. Today, Department of the Air Force civilians are incorporated within the broader meaning of the term when there is a need to communicate to a larger audience within the Service, either for force development. (AFDD 1-1)

Barrier Analysis—An investigation of anomalies found in workplace policies, procedures, and practices that limit or tend to limit employment opportunities for individuals based on any of the characteristics, experiences and abilities found in the definition of diversity (including members of any race or national origin, either sex, or based on an individual's disability status). Barrier analysis identifies the root causes of those anomalies and, if necessary, eliminates them.

Community Action Information Board (CAIB)—A cross-functional forum (at installations, MAJCOMs, and Air Force-level) that addresses quality of life, personal readiness, and community issues to formulate long-term solutions.

Communities of Interest— Geographic locations within the United States identified for additional recruiting and/or outreach activities due to high concentrations of demographically diverse students enrolled in high ranking middle/high schools, STEM high schools, and/or high performing students pursuing four-year college degrees.

Cross Functional Diversity Team (CFDT)—A team of individuals from different functional areas brought together to accomplish diversity initiatives/activities.

Diversity—Broadly defined as a composite of individual characteristics, experiences and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes but is not limited to: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity and gender. The concept of diversity is to be tailored as specific circumstances and the law require.

Demographic Diversity—Inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, socioeconomic status, family status, disability, and geographic origin.

Cognitive, Behavioral Diversity—Differences in styles of work, thinking, learning and personality.

Organizational/Structural Diversity—Organizational/institutional background characteristics affecting interaction, including Service, Component, and occupation/career field.

Global Diversity—Intimate knowledge of and experience with foreign languages and cultures, inclusive of both citizen and non-citizen personnel, exchange officers, coalition partners, and foreign nationals with whom we interact as part of a globally engaged Air Force.

External Target Audience—Potential officer, enlisted and/or civilian accessions and their influencers.

Human Resources Development Council (HRDC)—An Air Force Reserve forum that meets to create and maintain a fully developed, skilled, motivated, enthusiastic, and diverse work-force. The councils are active at both the command and wing levels to encompass and support diversity initiatives.

Inclusion— A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

Influencers—Individuals who have the power to affect the decisions or actions of others because of their (real or perceived) authority, knowledge, or position. Examples include ministers, politicians, community leaders, school counselors, parents, and activists.

Internal Target Audience—All members of the total force.

Outreach—Intentional steps taken to enhance and broaden the recruitment and application pool. This includes presentations and participation in meetings, conferences and seminars with employee and employer groups, professional associations, students, non-profit entities, community organizations and other members of the general public to provide general information about the Air Force, its mission, and employment opportunities.

Policy—A statement of important, high-level direction that guides decisions and actions throughout the Air Force. Policy translates the ideas, goals, or principles contained in the mission, vision, and strategic plan into actionable directives.

Professional Military Education (PME)—A critical subset of developmental education that provides Air Force personnel with the skills and knowledge to make sound decisions in progressively more demanding leadership positions within the national security environment, as well as to develop strategic thinkers, planners and warfighters.

Qualified Candidates or Qualified Applicants—Individuals that meet all requirements for a particular position (including accession into a military entity) or for admission into an

educational program or institution based on criteria established in advance by the selecting entity.

Stakeholder—An inclusive term that refers to the end-users, entities providing requirements, and the people or entities benefiting from the organization’s products.

STEM Programs—Programs that encourage youth to pursue science, technology, engineering and mathematics education and/or careers.

Strategic Communication—Focused US Air Force efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of Air Force interests, policies and objectives through the use of coordinated/synchronized programs, plans, themes, messages and products.

Talent Center—Locations with a concentration of individuals who have specific talents (i.e. STEM, foreign languages) that the Air Force is targeting.

Total Force— Air Force officers, enlisted, active duty, guard, reserve, and civilians.