***BY ORDER OF THE SECRETARY OF THE AIR FORCE***

***AIR FORCE INSTRUCTION 36-2706***

***29 JULY 2004***

***Personnel***

# *MILITARY EQUAL OPPORTUNITY (MEO) PROGRAM*

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This Air Force Instruction (AFI) gives the requirements of the Military Equal Opportunity (MEO) program. It applies to all military personnel subject to the Uniform Code of Military Justice (UCMJ), Air Force Academy Cadets, Reserve Officer Training Corps (ROTC), Air Force Reserve and all Air Force civilian personnel subject to administrative/and or disciplinary actions under applicable directives or implementing instructions governing civilian disciplinary or adverse actions. This AFI applies to Air National Guard (ANG) personnel except as amended by current official ANG Instructions. ANG personnel are not subject to the UCMJ unless on Federal active duty status under Title 10, United States Code (U.S.C.). This document implements Air Force Policy Directive (AFPD) 36-27, *Social Actions*, 3 September 1993; AFPD 51-12, *Alternative Dispute Resolution,* 1 April 1999*;* Department of Defense (DoD) Directive (DoDD) 1325.6, *Guidelines for Handling Dissident and Protest Activities Among Members of the Armed Forces*, 1 October 1996; AFI 51-903, *Dissident and Protest Activities*, 1 February 1998, DoDD 1350.2, *Department of Defense Military Equal Opportunity (MEO) Program*, 18 August 1995, with Change 1; DoD Instruction (DoDI) 1350.3, *Affirmative Action Planning and Assessment Process*, 29 February 1988; and DoDD 1300.17, *Accommodation of Religious Practices Within the Military Services*, 3 February 1988, with Change 1.

The Privacy Act of 1974 applies to this instruction. This publication requires the collecting and maintaining of information protected by the Privacy Act of 1974. The authority to collect and maintain the records prescribed in this instruction is Title 42, USC, Section 290 ee-3, et seq., and Executive Orders 9397 and 11478. System of Records Notice F036 AF DP G, *Military Equal Opportunity and Treatment*, applies. **Attachment 1** contains a glossary.

Ensure that all records created by this instruction are maintained and disposed of in accordance with AF Records Disposition Schedule *(**https://webrims.amc.af.mil**)*. The Paperwork Reduction Act of 1995 affects this instruction. AFI 33-360, volume 2, *Content Management-Information Management Tools*, affects this instruction. Send comments and suggested improvements of this AFI on AF IMT 847, **Recommendation for Change of Publication**, to (HQ AFPC/DPSFOS), 550 C Street West Post K, Randolph AFB, TX 78150-4739. Process supplements that affect any military personnel function as shown in AFI

33-360, volume 1, *AF Content Management--Publications*. HQ AFPC/DPSFOS must review all supplements to this instruction.

Major commands Major commands (MAJCOM), field operating agencies (FOA), and direct reporting units (DRU) must send one copy of their published and or posted supplement to the OPR at HQ AFPC/DPSFOS and a courtesy copy to HQ AFPC/DPDXI.

## *SUMMARY OF CHANGES*

**This document is substantially revised and must be completely reviewed.**

Additional chapters explain the MEO processes in greater detail. This AFI changes program acronyms from HQ USAF/DPCH to HQ USAF/DPPFH and Social Actions (SA) to Military Equal Opportunity (MEO). **Chapter 1**, Organization Actions, incorporates program policy including the Secretary of Defense's (SECDEF) five core elements to combat unlawful discrimination and sexual harassment (paragraph **1.1.**) and defines and categorizes unlawful discrimination and sexual harassment as violations of Air Force policy (paragraph **1.2.2.**). It expands the role of HQ USAF/DPPFH to include enlisted career field management (paragraph **1.6.6.**), explains procedures for classifying airmen (paragraph **1.6.6.4.1.**) and expands guidance for accessing MEO officers. It explains HQ AFPC/DPSFOS role in the MEO Internet (paragraph **1.7.15.**). It outlines the responsibilities of the MAJCOM Assistant for MEO (paragraph **1.11.**) and Air Education and Training Command (paragraph **1.13.2.**). It also includes responsibilities for the Professional Military Education (Education Programs Cadre) (paragraph **1.18.**). **Chapter 2** and **Chapter 3** have been reorganized. **Chapter 2** has been retitled Base Level MEO Program Responsibilities. It includes responsibilities for all authorities listed. The previous contents of **Chapter 2** have been moved to **Chapter 3** and retitled, MEO Program Administration. **Chapter 3** provides guidance on creating Unit Continuity Folders (paragraph **3.7.**) and removes the provisions for getting Air Force level approval of films for locally developed Human Relations Education (HRE) (paragraph **3.8.**). It clarifies Privacy Act and Freedom of Information Act (FOIA) procedures (paragraph **3.11.**) and provides additional guidance on the selection of personnel for retraining into the MEO career field (paragraph **3.16.**). It removes the Officer's Orientation Course from the HRE Requirements table (**Table 3.1.**). It adds **Section 3E**, Informal Assistance *Services*, and provides detailed guidance on those processes. It adds **Section 3F**, Data Collection and Assessment Programs. It adds the Out and About Program (paragraph **3.24.**) and major additions to the Unit Climate Assessment Program (paragraph **3.25.**). The Wing Climate Assessment Committee has been renamed the Installation Climate Assessment Committee (ICAC) and additional guidance has been provided for committee members and their responsibilities (paragraph **3.26.**). It includes new guidance for procedures during contingencies, hostilities and war (paragraph **3.28.**). **Chapter 4**, MEO Informal Complaints, provides major revisions and more detailed guidance on the MEO informal complaint process and provides instructions for completing the AF IMT 1587-1, **MEO Informal Complaint Summary** (paragraph **4.4.**). This revision authorizes the use of facilitation as the Alternative Dispute Resolution (ADR) process for resolving informal MEO complaints. **Chapter 5**, MEO Formal Complaints, includes instructions for processing the AF IMT 1587, **MEO Complaint Summary** (paragraph **5.3.**). **Chapter 6**, Referrals, Reprisals and Appeals, incorporates a comprehensive MEO Formal Complaint Processing Responsibility table (**Table 6.1.**). **Chapter 7**, Equal Opportunity and Treatment Incidents (EOTIs), replaces epithets with slurs and increases property damage values when classifying EOTIs (paragraph **7.1.**). Numerous acronyms have also been added to the glossary. Several attachments have been added providing samples of various reports and messages. **Attachment 2** is a sample AF IMT 1271, **Record of Assistance**. **Attachment 3** is a sample AF IMT 1587-1, **Military Equal**

**Opportunity Informal Complaint Summary**. **Attachment 4** is a sample AF IMT 1587, **Military Equal Opportunity Complaint Summary**. **Attachment 5** is a sample Witness Summary Statement for use when interviewing witnesses during the formal complaint clarification process. **Attachment 6** is a sample Acknowledgment of Rights Advisement Memorandum for interviewing alleged offenders during the formal complaint clarification process. **Attachment 7** is a sample MEO Formal Complaint Clarification Report. **Attachment 8** is a sample Referral Memorandum for processing "R" coded formal cases. **Attachment 9** is a sample EOTI message for reporting an EOTI to higher headquarters. **Attachment 10** is a sample EOTI Clarification Report for the EOTI clarification process.

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# Chapter 1

# ORGANIZATION ACTIONS

## *Section 1A—General Information*

**1.1. Program Policy.** It is Department of Defense (DOD) and Air Force policy not to condone or tolerate unlawful discrimination or sexual harassment within the Armed Forces or in the civilian workforce. The Air Force implements five core elements to assist commanders in measuring MEO program effectiveness: policy, communications, education and training, enforcement (complaints) and assessments. The Defense Equal Opportunity Council (DEOC) Task Force on Discrimination and Sexual Harassment developed these core elements that apply to unlawful discrimination and sexual harassment.

1.1.1. The Air Force recognizes that all written or verbal communications degrading individuals on the basis of race, color, national origin, religion, or sex remain a form of unlawful discrimination.

1.1.2. It is unlawful to discriminate against an individual or group because of their race, color, national origin, religion, or sex. This includes discrimination based on the individual's birthplace, ancestry, culture or the linguistic characteristics common to a specific ethnic group.

1.1.3. The operational language of the Air Force is English. Air Force personnel must maintain sufficient proficiency in English to perform their military duties. All official communications must be understood by everyone who has a need to know their content. Commanders may require Air Force personnel to use English only when such use is clearly necessary and proper for the performance of military duties. Accordingly, commanders, supervisors, and managers at all levels must not require the use of English for personal communications which are unrelated to military functions.

1.1.4. Air Force MEO policy compliance is a function of effective leadership.

1.1.5. Communications to MEO personnel will be released to commanders and others for official use. MEO personnel must report specific allegations of unlawful discrimination or sexual harassment to the chain of command upon discovery. For this reason, communication to MEO personnel does not have any privilege of confidentiality. ***EXCEPTION:*** MEO personnel have limited confidentiality when using facilitation in the resolution of informal complaints.

**1.2. Program Objective.**

1.2.1. The primary objective of the Military Equal Opportunity (MEO) program is to improve mission effectiveness by promoting an environment free from personal, social, or institutional barriers that prevent Air Force members from rising to the highest level of responsibility possible. Commanders and supervisors shall only evaluate members on individual merit, fitness and capability.

1.2.2. The MEO program:

1.2.2.1. Is a function of leadership and command based on fairness, equality, and justice.

1.2.2.2. Seeks to eliminate unlawful discrimination and sexual harassment against military personnel, family members and retirees based on race, color, national origin, religion, or sex. Unlawful discrimination and sexual harassment are contrary to good order and discipline and counterproductive to combat readiness and mission accomplishment. The Air Force does not tol-

erate unlawful discrimination or sexual harassment, as defined in this instruction, against military personnel, their family members or retirees, on or off base.

1.2.2.3. Ensures all complainants receive fair, impartial and timely processing of allegations of unlawful discrimination and sexual harassment, to include feedback on the progress and outcome of the case.

1.2.2.4. Encourages members to use the chain of command to identify and correct unlawful discrimination or sexual harassment. The chain of command is responsible for creating an environment free from unlawful discrimination and sexual harassment.

1.2.2.5. Ensures rating and reviewing officials evaluate compliance with DOD and Air Force directives prohibiting unlawful discrimination and sexual harassment and document serious and repeated deviations in performance reports. Commanders and supervisors must consider membership in groups espousing supremacist causes or advocating unlawful discrimination when evaluating and assigning members. (See AFI 51-903, *Dissident and Protest Activities*.)

**1.3. Organizations That Discriminate.** On- or off-base facilities in the United States or overseas may not arbitrarily deny access to military personnel and their family members. The installation commander will deny access to military facilities and resources for organizations that engage in unlawful discrimination against military personnel or their family members based on race, color, national origin, religion, or sex.

**1.4. Off-Base Discrimination.** Commanders impose "off-limits" sanctions using the procedures in AFI 31-213, *Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations*. Commanders impose sanctions when there is substantive information indicating that an establishment or area presents conditions that adversely affect the health, safety, welfare, morale or morals of military personnel.

***Section 1B—Office of the Deputy Chief of Staff, Personnel***

**1.5. Air Force Deputy Chief of Staff, Personnel (HQ USAF/DP).**

1.5.1. Exercises overall responsibility for managing the MEO and Human Relations Education (HRE) programs.

1.5.2. Formulates and oversees periodic mandatory HRE and training programs for all Air Force members and civilian employees. Such training is mandatory for pre-commissioning programs, initial entry training, all levels of professional military education (PME), and General Officer/Senior Executive Service. Training programs will include comprehensive material on:

1.5.2.1. Leadership roles and responsibilities for the MEO program.

1.5.2.2. Unlawful Discrimination/Sexual Harassment.

1.5.2.3. Complaint processing.

1.5.2.4. Legal implications.

1.5.2.5. Reprisal prevention and detection.

1.5.2.6. Climate assessment methodologies.

1.5.2.7. Equal Employment Opportunity (EEO) systems.

1.5.3. Monitors the Military Equal Opportunity Assessment (MEOA) Program. MEOA provides an overall assessment of each DOD Component's Affirmative Action Plan (AAP) and MEO Program.

1.5.4. Establishes the AAP at the Air Force level (to include the Air Force Reserve components). The AAP is designed to identify and resolve MEO problems through formulating, maintaining, and reviewing AAP with established objectives and milestones. This includes accountability in personnel management consistent with DODI 1350.3.

**1.6. Air Force Equal Opportunity Branch (HQ USAF/DPPFH).**

1.6.1. Formulates, coordinates, executes, revises, and disseminates MEO and HRE policies.

1.6.2. Manages programming and implementation of Air Force MEO budgets.

1.6.3. Communicates with Air Force, DOD, and other federal civilian agencies that have collateral equal opportunity responsibilities and interests.

1.6.4. Provides policy guidance and clarification for Assistants for MEO **at MAJCOMs** and Air Force-level field operating agencies (FOAs).

1.6.5. Convenes and attends conferences and other professional forums that address MEO issues and determines Air Force representation at these events.

1.6.6. Manages and implements the Air Force MEO Career Field Management Program.

1.6.6.1. Coordinates and serves as the focal point for all requests from the Defense Equal Opportunity Management Institute (DEOMI) and approves all retraining waiver requests. ***NOTE:*** Retraining waivers pertaining to ANG personnel are approved through the National Guard Bureau EO (NGB-EO) Program Manager.

1.6.6.2. Manages the Air Force MEO programs and funds all operational expenses of DEOMI except for the pay, allowances, and travel costs of military and civilian members of other DOD components.

1.6.6.3. Reviews and coordinates all Air Force members nominated for assignment to DEOMI.

1.6.6.4. Establishes the grade requirement and other prerequisites for retraining into the MEO career field, as found in AFMAN 36-2108, *Enlisted Classification*.

1.6.6.4.1. Follows procedures for withdrawing a member's AFSC for misconduct or substandard performance IAW AFI 36-2101, *Classifying Military Personnel (Officers and Enlisted).*

1.6.6.5. Ensures all enlisted personnel who perform duties in the MEO specialist positions have completed the DEOMI Equal Opportunity Advisor 15-week resident course (EOA).

1.6.6.6. Ensures active duty officers, who perform duties as the Chief, MEO, complete the DEOMI Equal Opportunity Program Manager 6-week resident course (EOPMC). The minimum grade requirement for active duty Air Force officers to attend DEOMI is Captain. Lieutenants may only attend this course when the Installation Commander and the Career Field Manager for Personnel Officers (HQ AFPC/DPSFOP) or the NGB-EO Program Manager, in the case of ANG personnel, approve a waiver request. The Air Force Reserve Components Course is not authorized for active duty personnel in lieu of the active duty EOPMC without advance coordination and

approval of HQ AFPC/DPSFOS, HQ USAF/DPFC and HQ USAF/DPPFH. ***NOTE:*** All officers assigned, as MEO Chiefs must attend DEOMI within six months of assignment.

1.6.7. Assigns staff to address MEO-related complaints and congressional and other high-level inquiries pertaining to MEO policy.

1.6.8. Coordinates with the Office of the Deputy General Counsel for Dispute Resolution (SAF/GCD) to develop alternative dispute resolution (ADR) policy, guidance, training, and funding pursuant to AFPD 51-12.

**1.7. Air Force Personnel Center, Field Activities Division, Military Equal Opportunity Branch (HQ AFPC/DPSFOS).**

1.7.1. Oversees the development, implementation and management of MEO program operations to support established policies.

1.7.2. Administers and distributes the Air Force MEO Statistical Data Collection Program.

1.7.3. Provides operational guidance to MAJCOM Assistants for MEO and installations.

1.7.4. Develops procedures for managing and documenting MEO office activities.

1.7.5. Disseminates MEO information.

1.7.6. Coordinates with AF/DPPFH and assigns MEO-related congressional and high-level inquiries to the MAJCOM Assistant for MEO for further processing.

1.7.7. Evaluates MEO operational procedural suggestions.

1.7.8. Reviews inspection reports and other evaluations and assists as necessary.

1.7.9. Maintains and manages the Air Force Sexual Harassment and Unlawful Discrimination Hotline for military members, their family members, retirees and civilian employees. At a minimum, the Hotline provides information on behaviors which constitute unlawful discrimination or sexual harassment and how and where to file a complaint. HQ AFPC/DPSFOS will also train Air Force Sexual Harassment and Unlawful Discrimination Hotline personnel to address situations concerning ANG and Reserve personnel.

1.7.10. Convenes and attends conferences and other professional forums that address MEO issues to increase the professional development of Air Force MEO personnel.

1.7.11. Develops, coordinates, reviews and updates all MEO/HRE objectives, materials and programs. Coordinates and reviews changes to all PME course curricula as they pertain to MEO/HRE objectives.

1.7.12. Analyzes current and future installation-level and MAJCOM-level operational needs.

1.7.13. Coordinates, reviews and updates the Professional Fitness Examination (PFE) Study Guide as it pertains to MEO/HRE objectives.

1.7.14. Conducts and distributes AAP analysis, MEOA and summaries to MAJCOM commanders to distribute to their installation commanders. Provides copies to the MAJCOM Assistant for MEO for distribution to the installation MEO offices.

1.7.15. Oversees the development, implementation and management of the Equal Opportunity Internet and FAMNET.

*Section 1C—Headquarters, United States Air Force*

**1.8. Judge Advocate General of the Air Force (HQ USAF/JA).**

1.8.1. Provides legal opinions, instructions and guidance concerning MEO policies and procedures.

1.8.2. Provides guidance on MEO policies and procedures to Air Force legal officers.

**1.9. Air Force Chief of Security Forces (HQ USAF/SF).**

1.9.1. Develops policies and procedures for security forces involved in Equal Opportunity and Treatment Incident (EOTI) control and investigation (see AFI 71-101, Volume 1, *Criminal Investigations*, for Air Force Office of Special Investigation (AFOSI) and Security Forces (SF) investigative responsibilities).

1.9.2. Coordinates with other military Services and local investigative and law enforcement agencies on MEO matters.

*Section 1D—Major Commands (MAJCOM)*

**1.10. MAJCOM Director of Personnel (DP).**

1.10.1. Implements and provides oversight of MAJCOM MEO programs.

1.10.2. Ensures mandatory education and training in MEO and human relations occurs on a regular basis at all installations and at all levels of PME for all Air Force members and civilian employees, including general officers (see **Table 3.1.** for education requirements).

**1.11. MAJCOM Assistant for MEO.**

1.11.1. Monitors all MAJCOM MEO elements for Air Force policy compliance.

1.11.2. Provides assistance and guidance to base-level MEO offices.

1.11.3. Supplements MEO guidance, programs, and procedures for the respective command in IAW AFI 33-360, Volume I. Coordinates all supplements through HQ AFPC/DPSFOS and HQ USAF/DPPFH.

1.11.4. Identifies problem areas by analyzing trends. Advises base-level offices of corrective and preventive actions on MEO matters.

1.11.5. Determines training requirements and requests training according to the Education and Training Course Announcement (ETCA) and requests allocations from HQ USAF/DPPFH.

1.11.6. Conducts compliance assessments on MEO offices within their respective MAJCOM utilizing the Air Force Standardized MEO Program Self-Inspection checklist provided by HQ AFPC/DPSFOS on an annual basis. At a minimum, assessments must evaluate the following:

1.11.6.1. Human Relations Education.

1.11.6.2. MEO Formal/Informal Complaints Program.

1.11.6.3. Out & About Visits.

1.11.6.4. Customer satisfaction.

1.11.6.5. Unit Climate Assessment (UCA) Program.

1.11.6.6. AF IMT 1271, **Record of Assistance**.

1.11.6.7. Equal Opportunity and Treatment Incidents (EOTI).

1.11.6.8. Semiannual Installation Climate Assessment.

1.11.7. Manages programming and implementation of MAJCOM MEO budgets.

1.11.8. Communicates with other agencies having collateral equal opportunity responsibilities and interests.

1.11.9. Convenes and attends conferences and other professional forums addressing MEO issues and determines MAJCOM representation at these events.

1.11.10. Compiles Air Force Military Equal Opportunity Program Reports (e.g. HAF-DPP (SA) 7204 and others).

1.11.11. Assists MAJCOM/CC in developing MAJCOM MEO policy statements.

1.11.12. Processes and/or responds to congressional and other high-level inquiries IAW AFI 90-401, *Air Force Relations With Congress*, coordinating responses with HQ AFPC/DPSFOS and HQ AF/DPPFH.

1.11.13. Processes and/or responds to complaints filed through the Air Force Sexual Harassment and Unlawful Discrimination Hotline, coordinating procedures through HQ AFPC/DPSFOS.

1.11.14. Forwards MAJCOM Assistant for MEO approved base level supplements addressing MEO policy or operational issues to HQ AFPC/DPSFOS and HQ USAF/DPPFH for review and approval prior to implementation.

1.11.15. Reviews retraining packages forwarded by base-level MEO offices to ensure applicants meet minimum requirements outlined in paragraph **3.16.2.6.**

1.11.16. Evaluates base-level On the Job Training Programs to ensure standardized consistent training.

**1.12. Air Force Space Command (AFSPC).** Provides administrative, logistical and other support for Air Force military and civilian staff members at DEOMI IAW DoD Directive 1350.2, *Department of Defense Military Equal Opportunity (MEO) Program*, paragraph 5.2.2.

**1.13. Air Education and Training Command (AETC).**

1.13.1. Budgets and finances the travel and per diem costs of Air Force students who attend the DEOMI In-Resident Course.

1.13.2. Coordinates and reviews updates to the Basic Military Training MEO lesson plan.

***Section 1E—Other Agencies***

**1.14. Air Force Operations Support Center (AFOSC).** AFOSC provides HQ USAF/DPPFH with copies of Operations Event/Incident Report (OPREP-3) reports relating to major MEO incidents.

**1.15. Chief, National Guard Bureau, Equal Opportunity Division (NGB-EO).**

1.15.1. Develops and monitors MEO plans, policies and programs that apply to the ANG.

1.15.2. Establishes and administers the ANG Discrimination Complaint System and develops policies and procedures for processing, managing and adjudicating unlawful discrimination and sexual harassment cases.

1.15.3. Controls attendance of ANG personnel at DEOMI, manages ANG quotas for DEOMI training and approves and funds ANG adjunct faculty for DEOMI.

1.15.4. Ensures on going OJT programs are in effect.

**1.16. The Chief of Personnel Division, Office of Air Force Reserve Command (HQ AFRC).**

1.16.1. Develops and monitors MEO plans, policies and programs that apply to the Air Force Reserve.

1.16.2. Ensures the unlawful discrimination and sexual harassment prevention program emphasizes the principle of "full-time values - part-time careers" and covers off-duty behavior that affects the military workplace. An example of off-duty behavior that impacts the workplace is quid pro quo sexual harassment; e.g. when submission to off-duty sexual advances or requests for sexual favors is made either explicitly or implicitly a term or condition of a Reservist's job.

**1.17. Defense Equal Opportunity Management Institute (DEOMI).**

1.17.1. DEOMI's mission is to enhance leadership and readiness by fostering EO and EEO programs and positive human relations through world-class education, training, and research.

1.17.2. DEOMI accomplishes its mission in the following ways:

1.17.2.1. Provides basic skill training to Chiefs of MEO and MEO Specialists and awards the AFSC 3S131 to enlisted personnel who complete the training.

1.17.2.2. Performs MEO and human relations research and act as a clearinghouse to monitor and disseminate research findings on MEO and human relations.

1.17.2.3. Serves as the focal point for maintaining and administering the DoD Military Equal Opportunity Climate Survey (MEOCS) program.

**1.18. Professional Military Education (Educational Programs Cadre [EPC]).** Coordinates changes as they pertain to MEO HRE lesson objectives within the enlisted PME curriculum with HQ AFPC/DPSFOS.

# Chapter 2

## BASE LEVEL MEO PROGRAM RESPONSIBILITIES

### 2.1. Installation Commander (IC).

2.1.1. Provides for an environment free from unlawful discrimination and sexual harassment using policy, communication, education and training, enforcement and assessment, as core elements for program effectiveness and prevention.

2.1.2. Develops policies to prevent unlawful discrimination and sexual harassment and posts those policies prominently on base web pages and in locations frequented by the base population.

2.1.3. Communicates the importance of the relationship of unlawful discrimination and sexual harassment prevention to readiness and a professional climate.

2.1.4. Ensures military and civilian personnel attend HRE as required.

2.1.5. Ensures military and civilian leadership involvement in HRE training.

2.1.5.1. Approves MEO lesson plans and audiovisual material used in locally developed HRE programs.

2.1.6. Reviews all closed MEO formal cases on a monthly basis for consistent enforcement, timeliness and reprisal prevention.

2.1.7. Ensures commanders take disciplinary and/or corrective actions if unlawful discrimination or sexual harassment is substantiated.

2.1.8. Decides first level appeals on formal MEO cases involving unlawful discrimination or sexual harassment.

2.1.9. Ensures rating and reviewing officials evaluate compliance with directives (AFI 36-2406, *Officer and Enlisted Evaluation Systems*) prohibiting unlawful discrimination and sexual harassment and document serious or repeated deviations.

2.1.10. Acts to repeal any instruction and change any practice that does not support MEO policy.

2.1.11. Ensures membership in groups espousing supremacist causes or advocating unlawful discrimination and sexual harassment is considered when evaluating and assigning members.

2.1.12. Directs the assessment of the installation human relations climate at least every 6 months through the Installation Climate Assessment Committee (ICAC).

2.1.13. Processes Privacy Act of 1974 and FOIA requests IAW paragraph **3.11.**

2.1.14. Approves all exception to policy waiver requests for lieutenants to attend the DEOMI Equal Opportunity Program Managers Course. Forwards waiver requests to the Career Field Manager for Personnel Officers (HQ AFPC/DPSFOP), Officer Assignments (HQ AFPC/DPASH) and HQ AF/DPPFH for final approval.

2.1.15. Commanders must not use a Commander Directed Investigation (CDI) to investigate allegations limited to EOT policy when a formal complaint has been filed with the MEO office.

### 2.2. Chief, MEO.

2.2.1. Serves as the Installation Commander's (IC) staff officer for the MEO program.

2.2.1.1. Provides central point at base level to receive formal and informal complaints of unlawful discrimination and sexual harassment.

2.2.1.2. Ensures MEO specialists are fully trained and qualified.

2.2.1.3. Provides the IC with an ICAC report at least twice a year.

2.2.2. Forwards a synopsis of all closed formal MEO cases to the IC for review on a monthly basis.

2.2.3. Supervises the MEO staff.

2.2.4. Promotes MEO to senior leadership on the installation and to the base population.

2.2.5. Manages budget, manpower and resource issues for the MEO program.

2.2.6. Ensures only DEOMI-qualified graduates conduct base-level MEO/HRE instruction programs.

2.2.7. Supports GSUs on MEO-related issues as outlined in the local host-tenant agreement.

2.2.8. Evaluates the MEO program at least twice a year using the Air Force standardized MEO Program Self-Inspection Checklist provided by HQ AFPC/DPSFOS. Establishes an effective In Service training program.

2.2.9. Evaluates personalized AF-approved HRE lesson plans and skills of all MEO instructors. Conducts a written evaluation on an annual basis for each instructor for every approved HRE class they teach.

2.2.10. Obtains approval from the IC regarding MEO lesson plans and audiovisual material used in locally developed HRE programs.

2.2.11. Approves and signs Military Equal Opportunity/Human Relations Education Summary report (HAF-DPP (SA) 7204 and others).

2.2.12. Processes Privacy Act of 1974 and Freedom of Information Act (FOIA) requests IAW paragraph **3.11.**

2.2.13. Forwards requests to supplement Air Force MEO operational issuances to the MAJCOM Assistant for MEO for review and to HQ AFPC/DPSFOS & AF/DPPFH for approval prior to publication.

2.2.14. Forwards requests to supplement Air Force MEO policy issuances to the MAJCOM Assistant for MEO for review, HQ AFPC/DPSFOS for coordination and to HQ AF/DPPFH for approval prior to publication.

**2.3. Geographically Separated Unit (GSU) Commander.**

2.3.1. Provides an environment that is free from unlawful discrimination and sexual harassment.

2.3.2. Investigates allegations of unlawful discrimination or sexual harassment.

2.3.3. Directs the assessment of the GSU's human relations climate. The GSU commander will schedule Unit Climate Assessments (UCA) for all units with 50 or more assigned military personnel every 24 months or more frequently upon request. The host MEO office will perform UCAs for GSUs with the assistance of the MEO designated representative assigned to the GSU.

2.3.4. Ensures unit members may file MEO complaints without fear of reprisal. The host MEO office will provide complaint-processing assistance for GSU commanders.

2.3.5. Outlines services provided by the host MEO office, to include funding requirements, in a Host/Tenant Support Agreement IAW AFI 25-201, *Support Agreements Procedures*.

2.3.6. Ensures host MEO office provides HRE training as requested.

2.3.7. Ensures commanders and supervisors take actions to eliminate unlawful discrimination and sexual harassment when a case is substantiated. When reprisal is alleged, refers the issue to the Inspector General (IG).

2.3.8. Provides the host MEO office with a written memorandum regarding substantiated or unsubstantiated allegations of unlawful discrimination or sexual harassment when the unit addresses these issues, including CDIs. Include the name, grade, race, sex, and Air Force Specialty Code (AFSC) of each participant and action taken.

2.3.9. Ensures the host MEO office is notified of EOTIs, as outlined in **Chapter 7**, within 24 hours of occurrence.

2.3.10. Ensures rating and reviewing officials evaluate compliance with directives prohibiting unlawful discrimination and sexual harassment and document serious or repeated deviations.

2.3.11. Ensures commanders and supervisors, when evaluating and assigning members, take into consideration a military member's affiliation with or membership in groups espousing supremacist causes or advocating unlawful discrimination.

2.3.12. Appoints officers or noncommissioned officers (NCOs) with the rank of TSgt or above to perform MEO-related duties outlined in this instruction.

2.3.12.1. Individuals selected to perform MEO-related duties must be mature, responsible and may not be members of the IG staff.

2.3.12.2. The host MEO office develops training plans and provides training for GSU personnel selected to perform MEO-related duties. At a minimum, such training will consist of the following: overview of UCA program, reporting EOTIs, handling initial complaint interviews and limited fact-finding by the GSU commander, when appropriate.

**2.4. MEO Specialist.**

2.4.1. Conducts complaint and incident clarifications.

2.4.2. Maintains close liaison with on- and off-base agencies, establishments, advisory councils and special emphasis groups. Serves as advisor for special observances. Air Force organizations at all levels may spend appropriated funds, as authorized by the host or installation commander, to carry out activities that recognize the contributions of minorities and women to society, IAW AFI 65-601, Volume 1, *Budget Guidance and Procedures*, paragraph 4.26.

2.4.3. Conducts HRE. Updates MEO HRE data elements in the Personnel Data System (PDS) for every member who attended the class.

2.4.4. Gathers and evaluates MEO-related data from SF, IG, Chaplain (HC), Military Personnel Flight (MPF) and other agencies for trend analysis, including SF blotters, incident reports and Services club logs.

2.4.5. Serves as subject matter experts (SME) for CDIs, commander worked issues or IG investigations as requested.

2.4.6. Prepares Military Equal Opportunity/Human Relations Education Summary reports and other higher headquarters' reports (HAF-DPD (SA) 7204 and others). Personnel will use the EONet software in accordance with instructions provided in the help program and guidance provided by HQ AFPC/DPSFOS. EONET must be used to document MEO activities including but not limited to 7204 reports, assistance, and discrimination complaint and data entry/gathering.

2.4.7. Conducts clarifications for off-base housing complaints when a Housing Management Office (HMO) does not service the installation.

2.4.8. Conducts MEO unit and installation climate assessment visits.

2.4.9. Provides MEO guidance and non-MEO referrals.

2.4.10. Assists the IC in developing a MEO policy statement.

2.4.11. Apprises commanders of situations involving possible unlawful discrimination or sexual harassment circumstances when no complaint has been submitted.

2.4.12. Apprises commanders of complaints lodged against members of their units. ***EXCEPTION*:** Refer complaints against senior officials *directly* to SAF/IGS IAW AFI 90-301, *Inspector General Complaints*. See **Attachment 1** for definition of "Senior Official."

2.4.13. Provides counseling, information, referral and other assistance to members who may have experienced unlawful discrimination or sexual harassment.

2.4.14. Contacts an interviewee's commander, first sergeant or supervisor if the interviewee appears to be emotionally distraught during the process of any interview to ensure the individual receives the necessary support to safely handle his or her personal crisis.

2.4.15. Conducts MEO and non-MEO ADR services.

**2.5. Unit Commander.**

2.5.1. Supports and enforces MEO policy.

2.5.2. Informs unit members of their right to file MEO complaints without fear of reprisal.

2.5.3. Informs unit members, through briefings and MEO policy memoranda, that the Air Force will not tolerate unlawful discrimination and sexual harassment.

2.5.4. Informs unit members that commanders and supervisors will take disciplinary and corrective action when unlawful discrimination or sexual harassment is substantiated.

2.5.5. Ensures every effort is made to protect the complainant's identity when a formal MEO complaint is filed with the MEO office.

2.5.6. Informs alleged offenders that they are the subject of a formal MEO complaint and provides only the general nature of the MEO-related allegations filed against them, e.g., an allegation of racial discrimination, sexual harassment, religious discrimination, etc. The commander will make this advisement as soon as possible and notify the MEO office once completed.

2.5.7. Ensures the alleged offender is cautioned against taking reprisal or other retaliatory actions against the complainant or witnesses if he/she suspects or discovers their identity. The commander will make this advisement as soon as possible and notify the MEO office once completed.

2.5.8. Takes action to end unlawful discrimination or sexual harassment when a formal MEO complaint/incident is substantiated and provides the MEO office a summary of actions taken against the offender.

2.5.9. Ensures the alleged offender is briefed on the outcome of the MEO case when the case is closed and advises the alleged offender of their right to appeal the outcome in this case. Notifies the MEO office of the date the member was briefed.

2.5.10. Investigates allegations of unlawful discrimination or sexual harassment when the complainant has elected not to file a discrimination complaint with the MEO office.

2.5.10.1. Commanders *must not* investigate allegations of unlawful discrimination or sexual harassment when the complainant has filed a formal MEO complaint with the MEO office.

2.5.10.2. Provides the MEO office with a written memorandum regarding substantiated or unsubstantiated issues when handled within the unit, including CDIs. The memorandum must include the name, grade, race, sex and AFSC of each participant, the type of unlawful discrimination or sexual harassment, a brief synopsis of the issue and a report of action taken, if any. ***NOTE***: Commanders have no authority to take a formal complaint submitted to an MEO office for clarification and transfer it to command channels for resolution by a commander-directed investigation.

2.5.11. Ensures rating and evaluating officials evaluate compliance with MEO directives and document repeated or serious violations IAW AFI 36-2406.

2.5.12. Ensures membership in groups espousing supremacist causes or advocating unlawful discrimination or sexual harassment is considered when evaluating and assigning members.

2.5.13. Accomplishes UCAs IAW paragraph **3.25.**

2.5.14. Provides MEO Chief with memorandum recommending approval/disapproval on MEO retraining requests submitted by unit members. Memorandum must include statement indicating applicant does not have any record of disciplinary action or financial irresponsibility.

# Chapter 3

# MEO PROGRAM ADMINISTRATION

## *Section 3A—General Information*

**3.1. MEO/HRE Program Objective.** To improve mission effectiveness by assisting commanders at all levels in conducting MEO/HRE programs.

**3.2. Scope and Limitations.** The MEO office must inform commanders of HR/EO issues that may adversely affect members' behavior, health, duty performance or the mission and document as appropriate.

**3.3. Publicizing Programs.** The MEO office must post installation and AF MEO policy memorandums, along with the location and telephone number of the MEO office, in heavily trafficked areas. The areas include, but are not limited to, the MPF, commissary, base exchange, Commander Support Staffs and Services facilities. The MEO office must also publicize procedures for filing informal and formal complaints of unlawful discrimination and sexual harassment.

**3.4. Developing a Referral Guide.**

3.4.1. The MEO office and the Family Support Center (FSC) will jointly develop and annually update a referral guide identifying on- and off-base equal opportunity resources. If the base does not have an FSC, the MEO office alone develops a referral listing.

3.4.2. The MEO office must:

3.4.2.1. Provide a copy of the guide to all personnel at the Key Personnel Briefing (KPB).

3.4.2.2. Provide updated guides to all commanders, first sergeants and staff agency chiefs.

**3.5. Setting Up MEO Office Facilities.**

3.5.1. The MEO office should be in an area on the installation to which all personnel have easy access.

3.5.2. MEO facilities will present a professional setting and must include:

3.5.2.1. Private consultation areas.

3.5.2.2. Classroom(s) for HRE.

3.5.2.3. Provide accessibility for people with a disability (eg. Elevators, ramps, equipment, etc)

3.5.2.4. Space for normal office operations (AFI 32-1024, *Standard Facility Requirements*).

**3.6. Responding to Congressional and Other High-Level Inquiries.** The MEO office will coordinate responses with the MAJCOM Assistant for MEO, HQ AFPC/DPSFOS and HQ AF/DPPFH when responding to MEO-related congressional and other high-level inquiries under AFI 90-401.

**3.7. Establishing Unit Continuity Folders (Files).**

3.7.1. MEO offices will establish a continuity folder for each unit with 50 or more active duty military people assigned. Unit continuity folders are optional for units with fewer than 50 active duty military people. Each continuity folder will contain:

3.7.1.1. The unit's two previous UCA Reports.

3.7.1.2. Documented KPBs.

3.7.1.3. Data on unit MEO trends.

3.7.1.4. AF IMT 3969, **Commander's UCA Critique**.

3.7.1.5. Out and About Visits (AF IMT 1271).

3.7.1.6. Memoranda from commanders regarding MEO issues worked within the unit. ***NOTE***: MEO specialists must include a synopsis of issues worked by the commander in the remarks section of AF IMT 3018, **Military Equal Opportunity/Human Relations Education Summary**.

3.7.1.7. Mark the bottom of all pages of UCA reports and trend data in the Unit Continuity Folder, "**FOR OFFICIAL USE ONLY**."

**3.8. Using Audiovisual Materials.**

3.8.1. The MEO office must show films and videos approved for use in standard Air Force MEO/HRE lesson plans. HQ AFPC/DPSFOS will maintain a listing of approved films.

3.8.2. The MEO office may also show films and videos that support locally developed MEO/HRE lesson plan objectives. The Chief, MEO and the IC must approve films and videos used.

**3.9. Armed Forces Disciplinary Control Board (AFDCB).** The AFDCB can levy sanctions against off-base establishments when discriminatory practices adversely affect members of the Air Force or military family members. A member from the MEO office will serve as a member of the AFDCB. See AFI 31-213, *Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations*, for detailed guidance.

**3.10. Command Post.** The Operations Support Center (Command Post) notifies the Chief, MEO or designated MEO staff member when potential EOTIs occur. The Operations Support Center will report EOTIs categorized as major incidents through the Event and Incident Reports (OPREP - 3), RCS: HAF-XOO (AR) 7118; JCS Publication Volume 2, part 3, JCS Publication 25 following the reporting criteria in AFMAN 10-206, *Operational Reporting*.

***Section 3B—Privacy Act and FOIA***

**3.11. Privacy Act of 1974 and Freedom of Information Act (FOIA).**

3.11.1. For guidance on responding to FOIA requests and disclosure of records see DoD Regulation (DoDR) 5400.7/Air Force Supplement, *DoD Freedom of Information Act Program* and AFI 33-332, *Air Force Privacy Act Program* and *Systems of Records Notice F036 AF DP G*.

3.11.2. The Chief, MEO is the "disclosure authority," as defined in DoDR 5400.7/Air Force Supplement, for all MEO records. The Chief, MEO will provide the "denial authority" with a recommendation for those records denied in whole or in part as a result of a specific FOIA or Privacy Act request.

Include the following statement in complaint and EOTI clarifications: "The MEO office is the release authority for this clarification and all attachments. Do not copy or disseminate this document without the consent of the MEO Office." See paragraph **3.25.13.4.** for release of Unit Climate Assessments.

3.11.3. The Chief, MEO must provide releasable portions of the case files pursuant to FOIA and Privacy Act guidance. Coordinate all FOIA and Privacy Act releases through the Legal office and FOIA office.

3.11.4. The Chief, MEO will review the witness statements, conclusions and recommendations listed in the complaint clarification report, legal sufficiency review and commander's management actions under FOIA and Privacy Act guidance. Provides the Legal office a complete copy of the case file and a separate redacted copy of the requested releasable information. Cites on the redacted copy the FOIA and/or Privacy Act exemption(s) found in DoDR 5400.7 and AFI 33-332, for not releasing the protected information. If the subject requests the records under the Privacy Act, the reply must also cite the approved Privacy Act Systems of Records and the exemptions.

3.11.5. The MEO office will not release clarification information when there is an on-going MEO or IG investigation. The IG will determine which IG investigations information to release.

3.11.6. Designated Air Force officials who require MEO records for official use include commanders, first sergeants, Command Chief Master Sergeants (CCM), SJA, OSI, higher headquarters officials, etc.

3.11.7. The MEO office will not release an MEO case file to the Civilian Personnel Flight (CPF), but will provide a synopsis of the requested MEO case to the CPF and mark, "FOR OFFICIAL USE ONLY" when the offender is a civilian employee and the commander or agency chief is contemplating corrective action(s). The Staff Judge Advocate (SJA) must review and coordinate the release of the synopsis.

3.11.8. The MEO office must process FOIA requests for UCA reports or data assessments IAW DoDR 5400.7-R.

3.11.9. Under the Privacy Act of 1974, the MEO office must provide the following whenever requesting information from individuals for inclusion in MEO records (see AFI 33-332):

3.11.9.1. The specific law conveying authority for soliciting personal information.

3.11.9.2. Whether disclosing that information is mandatory or voluntary.

3.11.9.3. The principle purpose of collecting the information.

3.11.9.4. How the information is routinely used. Include only uses outside DoD with name of agency or activity and reason.

3.11.9.5. What consequences may result, if any, if the individual does not provide the requested information.

3.11.10. In addition to the Privacy Act and FOIA, there are other statutes that may authorize release of information. Consult your SJA if you receive a request for a release that cites authority other than FOIA or the Privacy Act

**3.12. Releasing MEO Case Files requested through Privacy Act or FOIA.** The Chief, MEO will release MEO case files only when the case is closed and will follow guidance in DoDR 5400.7/AF Supplement and AFI 33-332.

**3.13. Using Computers.** The MEO office follows procedures established in AFSSI 5020, *Remanence Security* to protect and dispose of information stored on computer hard drives and in network drives.

***Section 3C—Managing Personnel***

**3.14. Establishing On-Call Roster.** The Chief, MEO develops, updates and distributes an on-call notification roster for MEO staff members to the command post, security forces, emergency room and GSU commanders. ***NOTE*:** These offices must immediately notify the MEO staff member when an incident meets or appears to meet the criteria found in paragraph **7.1.** The MEO office will respond IAW paragraph **7.3.**

**3.15. Using Volunteers.**

3.15.1. The Chief, MEO may use volunteers to assist in MEO programs. The Chief, MEO must screen all potential volunteers to ensure they support MEO objectives and that their integrity, motives and maturity are appropriate for such duties.

3.15.2. Volunteers may be active duty military, civilian, retired, or family members.

3.15.3. Volunteers may assist in administrative support of the MEO program with the following stipulations:

3.15.3.1. They will not conduct MEO/HRE classroom instruction.

3.15.3.2. They will not perform analysis of the UCA survey and interview data.

3.15.3.3. They will not assist in processing MEO incidents, formal and informal complaints or provide referral assistance.

3.15.3.4. They will not serve as a subject matter expert for CDIs or other investigations.

3.15.3.5. They will not serve as a facilitator/mediator.

3.15.3.6. They will not conduct one-on-one interviews.

**3.16. Recruiting/Evaluating MEO Retraining Applicants.**

3.16.1. The Chief, MEO and/or Superintendent/NCOIC, MEO act as initial interviewing agent for retraining applicants.

3.16.2. The Chief, MEO and/or Superintendent/NCOIC, MEO will:

3.16.2.1. Recruit military personnel (in the rank of E-5 or above) to retrain into the MEO program.

3.16.2.2. Review applicant's retraining documentation provided by the host MPF to ensure applicant meets minimum MEO retraining requirements found in AFMAN 36-2108, and ensure compliance with AFI 36-2626, *Airman Retraining Program*.

3.16.2.3. Interview retraining applicants. Applicants must also provide the Chief, MEO with a memorandum stating their reasons for wanting to retrain into the career field. Retraining applicants must possess strong interpersonal communication skills and wish to serve in the MEO career field to meet the needs of the Air Force and the MEO Program.

3.16.2.4. Provide applicants a briefing on MEO programs and responsibilities.

3.16.2.4.1. Brief applicants on MEO enlisted career field promotion opportunities based on information provided by the local MPF.

3.16.2.5. Establish and document an observation period for all applicants under consideration for retraining. The applicant must complete 20 duty-days of duty with the MEO office before the MEO Chief can make a recommendation. The Chief, MEO will provide meaningful, structured activities that will assist in indicating the applicant's suitability for the MEO career field.

3.16.2.6. Provide the MAJCOM Assistant for MEO with a memorandum summarizing the following areas based on research and structured activities with retraining applicants:

3.16.2.6.1. Applicant's Enlisted Performance Reports (EPR) and Unit Personnel Information File (PIF).

3.16.2.6.2. Prior qualification in any AFSC at the 5-skill level or higher (or 3-skill level if no 5-skill level exists).

3.16.2.6.3. Ability to speak distinctly and communicate well with others.

3.16.2.6.4. Current record of disciplinary action or financial irresponsibility.

3.16.2.6.5. An assessment of the applicant's structured activities.

3.16.2.6.6. An assessment of the applicant's communication skills, both written and verbal.

3.16.2.6.7. An overall assessment on the appearance, moral standards, military bearing and conduct.

3.16.2.6.8. Any other relevant factors which may affect the approval or disapproval of the applicant's request for retraining.

3.16.2.7. Provide the MAJCOM Assistant for MEO with the Unit Commander's recommendation memorandum to include a statement that indicates the applicant does not have any record of disciplinary action or financial irresponsibility.

3.16.2.8. Provide the MAJCOM Assistant for MEO with IC memorandum of approval/disapproval.

3.16.2.9. If AFSC 3S1X1 was previously withdrawn from the retraining applicant, the MEO Chief must submit complete details to HQ USAF/DPPFH through the MAJCOM Assistant for MEO, for review and approval.

3.16.2.10. If an MEO technician is involved in misconduct, inappropriate behavior, substandard performance, or does not meet qualification standards, consideration should be given to removal of the AFSC in accordance with AFI 36-2101, *see* paragraph **1.6.6.4.1.**

*Section 3D—Military Equal Opportunity Education*

**3.17. HRE Responsibilities.**

3.17.1. HQ AFPC/DPSFOS develops, reviews and updates all Air Force level MEO educational lesson plans, objectives, materials and programs. All lesson plans and materials must emphasize equal opportunity and diversity as mission imperatives.

3.17.2. Only DEOMI-trained MEO instructors will conduct education to meet the requirements listed in **Table 3.1.** for rules 5 through 8.

3.17.3. MEO HRE instructors must:

3.17.3.1. Develop and maintain personalized lesson plans tailored to the Air Force, the installation's MEO objectives and the importance of diversity in achieving mission excellence.

3.17.3.2. Get written approval for all lesson plans from the Chief, MEO before implementation.

3.17.4. Chief, MEO:

3.17.4.1. Using the Air Force-approved evaluation checklist, evaluates all AF-approved HRE classes for each individual instructor and maintains a copy of the evaluation on file. The Chief, MEO must, at a minimum, evaluate instructors on an annual basis for each approved MEO/HRE lesson plan. The primary objective is to ensure each lesson plan meets its desired objectives.

3.17.4.2. Updates HRE information into the current PDS using established data elements for HRE within 5 duty-days after completion of the HRE class.

3.17.4.3. Maintains all AF-approved HRE class sign-in rosters on file within the MEO office.

3.17.4.4. Maintains name, organization and date(s) of members(s) who miss scheduled AF-approved HRE class(es) (No Shows) on file within the MEO office.

3.17.4.5. Consolidates and maintains critiques from all AF-approved HRE classes by class on file within the MEO office.

3.17.5. The IC will approve all locally developed programs, to include lesson plans and any film or video used, before implemented.

3.17.6. The MPF will schedule military personnel requiring MEO training as part of the INTRO process. The MEO office will provide the INTRO monitor with class dates, times and class locations. The MEO office will schedule all other training requirements directly with the squadrons or other organizations.

3.17.7. The CPF will schedule civilian personnel for HRE. The MEO office will provide the CPF with class dates, times, location and number of available slots. At the conclusion of each class, the MEO office will forward the civilian attendance roster to the CPF with the names of civilian attendees for the purpose of updating civilian personnel training records. The CPF and employees' unit will manage civilian employee no-shows.

**Table 3.1. HRE Training Requirements.**

| RULE | If the individual is a(n) (see note 1) | then the curriculum package to use is (see note 2) | and the training is required | and the minimum required length of training is |
|---|---|---|---|---|
| **1** | ROTC attendee | ROTC Lesson Plan (see note 3) | during initial military training | 3 hours. |
| **2** | Basic military trainee | USAF Basic Military Training Lesson Plan | during initial military training | 4 hours. |
| **3** | OTS trainee | OTS Lesson Plan | during initial military training | 5 hours. |
| **4** | USAFA cadet | USAFA Education Lesson Plan | within 30 duty-days of arrival | 2 hours. |
| **5** | military member or DoD civilian employee on his or her first permanent duty assignment | First Duty Station Lesson Plan (see note 4) | within 30 duty-days of arrival (see note 5) | 4 hours. |
| **6** | military member or DoD civilian employee upon a second or subsequent permanent change of station (see note 6) | Newcomers Orientation Briefing Lesson Plan | within 30 duty-days of arrival | 1 hour. |
| **7** | military member or DoD civilian employee at an overseas duty station as a second or subsequent duty assignment (see note 7) | Overseas Orientation Briefing (Newcomers Orientation not required) | within 30 duty-days of arrival | 1.5 hours. |
| **8** | wing commander, group commander, squadron commander, section commander, command chief master sergeants and first sergeants (see note 6) | Key Personnel Briefing | within 30 duty-days of appointment to position | 1 hour. |
| **9** | Airman Leadership School student | Lesson Plan elements from NCO PME curriculum AFI 36-2301, *Professional Military Education* (see note 8) | during course attendance | 2 hours. |

| RULE | If the individual is a(n) (see note 1) | then the curriculum package to use is (see note 2) | and the training is required | and the minimum required length of training is |
|---|---|---|---|---|
| **10** | Major Command NCO Academy student | Lesson Plan elements from NCO PME curriculum AFI 36-2301 (see note 8) | during course attendance | 2 hours. |
| **11** | Air University student attending a PME course: Senior NCO Academy, Squadron Officers School, Air Command and Staff College, or Air War College | Lesson plan elements in basic course curricula (see note 8) | during PME attendance | Course length varies based on local requirements. |

***NOTES:***

1. Other interested individuals, such as DoD spouses and Air Force NAF/Defense Commissary Agency (DECA) civilian employees, may attend on a space-available basis.
2. MEO instructors may use only lesson plans that the Chief, MEO approves in writing. Lesson plans, objectives and length of training must comply with the Air Force MEO program guidelines.
3. The MEO office conducts Reserve Officer Training Corps (ROTC) education during summer encampment. The optimum class size is between 15 and 20 students. Emphasizes: a. Roles and responsibilities of junior leaders related to the Air Force MEO program; b. Air Force policy against unlawful discrimination and sexual harassment; c. Resolution processes for addressing allegations of unlawful discrimination and sexual harassment.
4. Class size will normally not exceed 25 students. DoD employees with previous active duty experience who have retired or separated from the Air Force within the past 24 months are exempt from attendance. However, these DoD employees must attend Newcomers Orientation.
5. Members will, if possible, receive education before arriving at GSUs.
6. Individuals receiving a KPB are exempt from attending Newcomers Orientation.
7. As required by MAJCOMs, incorporates Newcomers Orientation lesson plan with intercultural relations education as part of the installation's local orientation program. Course length varies with local requirements and emphasis. If not required, students will attend MEO Newcomers Orientation Briefing.
8. All PME schools must include lesson blocks on the importance of diversity as a foundation of effective leadership. Developing leadership at all levels that can build and lead inclusive teams is paramount to achieving mission excellence. PME instructors are authorized to teach the HRE blocks at the Airman Leadership School, NCO and Senior NCO Academies when

they use seminar/guided discussion as the method of instruction. The MEO office will instruct when the mode of instruction is formal/informal lecture. At installations where the PME staff uses seminar/guided discussion, the MEO office will provide the PME staff with materials regarding contemporary EO issues and keep them abreast of any MEO policy changes. Chief, MEO must review and approve PME staff MEO-related lesson plans prior to use.

***Section 3E—Informal Assistance Services***

**3.18. Conducting Informal Assistance.**

3.18.1. Informal assistance may include non-MEO referrals, non-MEO ADR and requests for MEO program information, to include third party concerns (e.g., commander, supervisor, co-worker or witness) with an allegation of unlawful discrimination or sexual harassment. Do not include specific information regarding the allegation or the name of the alleged offender or witnesses. The MEO office will provide assistance (e.g., referral to chain of command, EEO, commander, etc.) and document the visit on AF IMT 1271. Do not document specific allegations of unlawful discrimination or sexual harassment on AF IMT 1271. See **Attachment 2** for a sample AF IMT 1271.

3.18.2. Instructions for completing the AF IMT 1271, blocks not covered are self explanatory:

3.18.2.1. Block 8: Category of Assistance. Check "Out and About" when the MEO staff conducts an Out and About, refer to paragraph **3.24.** for details. Check "MEO General Assistance" when the MEO staff provides assistance that is related to the MEO program, such as when a person requests information on how to file an MEO complaint. Check "Non MEO Assistance" when the MEO staff provides assistance that is not directly related to the MEO program, such as when a person asks for advice on how to resolve a general work place dispute. Check "Briefing" when the MEO staff provides a briefing for a commander's call, or similar venue, also include the number of people briefed. **Do not record HRE classes to include KPBs as briefings.** Check "Subject Matter Expert" when MEO serves as an advisor during an MEO related investigation, refer to para **3.23.** Check "UCA" to record when the MEO staff completes a UCA, include the UCA type and the number of military personnel in the unit.

3.18.2.2. Block 9: Summary of Concern. Enter a brief summary of why the person visited MEO and what the concern is.

3.18.2.3. Block 10: Summary of Assistance. Briefly describe the assistance that was provided, such as suggested course of action to resolve the concern or information provided to the person. Ensure the MEO program scope and limitations are explained.

3.18.2.4. Block 12: Follow-up Actions. Precede each entry with the date. Document all follow-up actions the MEO office takes to resolve the issue or concern. The initial follow-up with the customer will take place within 5 duty-days after initial contact. If required, additional follow-up services will take place in 5 duty-day increments until the customer requests no further assistance. (***EXCEPTION:*** When ADR is used to resolve a non-MEO issue, conduct follow-up within 30 days).

3.18.2.5. Block 13: Time Spent. Document the total time spent. This includes the initial contact and all follow-up time.

3.18.2.6. Block 16: Date Closed. Enter the date the customer requests no further assistance.

3.18.3. If the MEO office conducts non-MEO facilitation, attach the written agreement to the AF IMT 1271.

**3.19. Requests for Information/Assistance by Civil Service and Non-Appropriated Fund (NAF) Employees.**

3.19.1. The MEO office will document the employee's request for information/assistance on AF IMT 1271.

3.19.2. The MEO office must refer concerns by Civil Service and NAF employees involving allegations of unlawful discrimination or sexual harassment to EEO for resolution, regardless of the status of the alleged offender. Document on AF IMT 1587 (Referral).

3.19.2.1. Provide the EEO manager with a referral memorandum containing the nature of allegations and contact information for the complainant, alleged offender, and known witnesses.

3.19.2.2. If the alleged offender is a military member or civilian government employee, the MEO office will also brief the alleged offender's commander/agency chief regarding the allegations.

**3.20. Requests for Information/Assistance by DECA and AAFES Employees.**

3.20.1. The MEO office will document the employee's request for information/assistance on AF IMT 1271.

3.20.2. The MEO office must refer concerns by DECA and AAFES employees involving allegations of unlawful discrimination or sexual harassment to the respective store manager for resolution, regardless of the status of the alleged offender. Document on AF IMT 1587 (Referral).

3.20.2.1. Provide the store manager with a referral memorandum containing the nature of allegations and contact information for the complainant, alleged offender, and known witnesses.

3.20.2.2. If the alleged offender is a military member or civilian government employee, the MEO office will also brief the alleged offender's commander/agency chief regarding the allegations.

**3.21. Request for Information/Assistance by DoD Contractor Personnel.**

3.21.1. The MEO office will document request for information/assistance on AF IMT 1271.

3.21.2. The MEO office must refer concerns by DoD contractor personnel involving allegations of unlawful discrimination or sexual harassment to the Contracting Commander for resolution regardless of the status of the alleged offender. Document on AF IMT 1587 (Referral).

3.21.2.1. Provide the contracting commander with a referral memorandum containing the nature of allegations and contact information for the complainant, alleged offender, and known witnesses.

3.21.2.2. If the alleged offender is a military member or civilian government employee, the MEO office will also brief the alleged offender's commander/agency chief regarding the allegations.

**3.22. MEO Issues Worked within the Unit (CWI).**

3.22.1. Commanders, first sergeants and supervisors may address allegations of unlawful discrimination or sexual harassment within a unit when a complaint has not been filed with the MEO office.

3.22.2. If the MEO office is aware or becomes aware that a MEO complaint was worked within the unit or as a CDI, the MEO office may only accept and process the MEO complaint with the concurrence of the unit or installation commander.

3.22.3. An MEO staff member should serve as a SME and provide assistance in framing the allegations and interview questions and analyzing the evidence. The MEO office will document SME assistance on AF IMT 1271. ***NOTE***: The MEO staff member providing SME assistance must not participate in any subsequent formal MEO or IG complaint related to the original CDI.

3.22.4. Commanders will provide a written memorandum regarding MEO issues worked within the unit, to include CDIs. The memorandum will include the allegation(s), the complainant's and alleged offender's demographics (race, Hispanic declaration, sex, rank, AFSC), action taken and outcome. The MEO office will place the memorandum in the unit continuity folder.

3.22.5. Report this information in the remarks section on the AF IMT 3018 as "MEO Issues Worked Within The Unit." Document issues worked within the unit on AF IMT 1587-1, IAW paragraph **4.3.8.**

**3.23. MEO Staff Roles As Subject Matter Experts (SME).**

3.23.1. Provide SME assistance when the allegations are within the MEO purview of unlawful discrimination based on, race, color, national origin, religion or sex or sexual harassment.

3.23.2. Provide subject matter expertise, advice and assistance to the unit and/or investigating officer (IO) during all phases of the investigation process. Assist the IO in framing issues and allegations, identifying relevant standards and definitions, and evaluating the evidence.

3.23.3. Review the report of the investigation (ROI) to insure key facts and supporting documentation submitted by the complaints, alleged offenders, witnesses, statements and official documents are part of the official Air Force record. Ensure the IO addresses all allegations involving unlawful discrimination or sexual harassment.

3.23.4. Ensure any previous attempts to resolve the allegations and incidents of unlawful discrimination or sexual harassment are part of the ROI (e.g., chain of command, ADR, etc.).

3.23.5. When the appointing authority directs an MEO-related investigation, the IO or appointing authority must request subject matter expertise or assistance from the appropriate-level MEO office. The appointment letter will identify an MEO technician as the point of contact to assist the IO during the investigation. The MEO technician provides assistance to the IO throughout the investigation process.

***Section 3F—Data Collection and Assessment Programs***

**3.24. The Out and About Program.**

3.24.1. The Out and About Program is a process used to gather MEO/human relations-associated information affecting base personnel, to include visits to individual units, base facilities and off-base establishments.

3.24.1.1. The MEO office must schedule visits with the commander, first sergeant, or area supervisor before the visit and provide an assessment of observations to the commander/agency chief following the visit. Contact the Commander/Agency chief prior to the visitation.

3.24.2. The MEO office may conduct Out and About visits to units/base agencies, dependent on mission requirements, and document them on AF IMT 1271. The MEO office will file the completed AF IMT 1271 in the unit continuity folder. MEO office should not conduct an Out and About visit to the same unit/location within a 6-month period unless warranted. *Observations and discussions will focus on MEO, human relations and Organizational Effectiveness factors that impact morale and mission readiness to include, but are not limited to:*

3.24.2.1. Interpersonal communication/interaction/polarization (break rooms, work areas, recreation/entertainment facilities, etc.).

3.24.2.2. Accessibility to unit leadership.

3.24.2.3. Bulletin board and public display items (individual/group recognition, policy letters/posters, etc.).

3.24.2.4. Workplace conditions/environment.

3.24.2.5. Dormitory conditions/environment.

3.24.2.6. Graffiti.

3.24.2.7. Personal display of pictures, posters, artifacts, etc.

3.24.2.8. General impressions.

3.24.2.9. ***Information gathered during the Out and About Visit should be used as part of the overall Unit Climate Assessment Program.***

**3.25. The Unit Climate Assessment (UCA) Program.**

3.25.1. The purpose of the UCA is to assist commanders at all levels in determining their human relations climate (HRC) and making improvements.

3.25.2. The objective of the UCA is to provide commanders insight into positive and negative factors that may impact unit effectiveness and the unit's human relations environment.

3.25.2.1. Guidance on conducting a UCA is contained in AFPAM 36-2704, *Military Equal Opportunity Unit Climate Assessment Program*.

3.25.3. Conducting the UCA. The MEO office uses the following tools, individually or in combination, to conduct the UCA: survey distribution and analysis, individual interviews, observations, focus groups, unit trend data and reports. The UCA team must obtain the unit commander's approval of the methods used to assess unit effectiveness prior to conducting the UCA.

3.25.4. UCA Requirements. The MEO office will brief the UCA program to all commanders during the KPB.

3.25.4.1. The MEO office must conduct UCAs on units with more than 50 military personnel assigned. The MEO office will conduct UCAs within six months of a commander assuming command and every two years thereafter. The MEO office will also conduct UCAs upon the request of the commander. ***NOTE*:** The MEO office may waive the requirement to do a UCA within six months of assumption of command if they conducted a UCA within six months prior to the new commander assuming command, if the commander concurs.

3.25.4.2. Participation in the UCA program is strictly voluntary. Commanders should encourage unit members to participate in surveys and/or interviews.

3.25.4.3. If, during the UCA, a member of the unit files a formal or informal MEO complaint of unlawful discrimination or sexual harassment, the MEO office will temporarily suspend the UCA and brief the unit commander on the case. After the MEO office briefs the impact of the case on the UCA, the unit commander will determine whether to continue, suspend or terminate the UCA. Normally, the commander should suspend the UCA as the individual circumstances of a specific case may detract from an objective assessment of the overall HRC. Once the case is closed, the commander may elect to resume the UCA.

3.25.4.4. Upon the written request of the unit commander concerned, NAF employees and Air Force Civil Service employees who are bargaining unit members may participate in the UCA. The unit commander must coordinate a memorandum requesting inclusion of civilian employees with the Chief of the servicing CPF prior to beginning a UCA for each unit assessed. Air Force civilian employees who are bargaining unit members may participate in the UCA; however, prior to participation, the unit commander concerned must coordinate with the Chief of the servicing CPF and the union representative prior to beginning a UCA for each unit assessed. The team chief will file the coordinated memorandum in the unit's continuity folder. ***NOTE*:** The participation of civilian employees in a UCA is strictly voluntary. **Contractor employees will not be included in the UCA**. Commanders desiring to survey contractor personnel must work through the appropriate contracting officer to develop an alternative survey method.

3.25.5. Team Composition:

3.25.5.1. The UCA team will consist of the Chief, MEO and MEO specialists. The number of team members will vary according to local mission, priorities and staffing.

3.25.5.2. The Chief, MEO, or designated representative, will serve as the UCA team chief.

3.25.6. Initial Preparation:

3.25.6.1. The team chief will assign team members to tasks and responsibilities such as survey administration, interviews, data gathering and report writing.

3.25.6.2. Prior to the visit, the team will review/assess the unit's mission organizational structure, work center locations, duty hours and demographic composition of unit personnel. This will provide the team with a preliminary picture of the unit.

3.25.6.3. The team will review all closed formal cases, informal cases, informal assistance and incidents related to the unit to determine trend data. The team must then assess the potential impact of any trend data on the unit's HRC.

3.25.6.4. The team chief will brief the commander on the approximate time frame required for the visit and make arrangements for the necessary facilities and required resources.

3.25.6.5. The team chief will schedule all required briefings in advance with the unit commander or the commander's designated representative.

3.25.7. Types of Climate Assessments.

3.25.7.1. UCA Type I. This type is the preferred and most comprehensive method to assess an organization. It includes unit trend analysis (data gathering), survey distribution and analysis, interviews derived from the survey analysis and a final written report.

3.25.7.2. UCA Type II. This type includes survey distribution and analysis and requires a final written report.

3.25.7.3. UCA Type III. This type includes interviews only and requires a final written report containing the results and analysis. This type is usually used for units with fewer than 50 personnel.

3.25.7.4. ***UCA Type I is the preferred method to assess the Human Relations climate of an organization and the impact on mission readiness.***

3.25.7.5. DoD MEOCS. This assessment method includes unit trend analysis, survey distribution, analysis and a final written report. This option may also include interviews derived from the MEOCS analysis.

3.25.8. UCA Briefings. The required number of briefings is determined by the UCA option the commander selects.

3.25.8.1. UCA Type I and the DoD MEOCS require a minimum of three briefings: the initial inbrief, the post survey brief and the final outbrief. Post survey briefings provide commanders with an analysis of survey responses and comments extracted from the surveys.

3.25.8.2. UCA Type II and Type III require two briefings: the initial inbrief and the final outbrief. For UCA Type II, the post survey brief serves as the final outbrief.

3.25.9. Conducting Research. The UCA team must consider UCA objectives when conducting research. The team must recognize the development of trends and potential problem areas that may affect unit effectiveness.

3.25.9.1. The UCA team should review information gathered from MEO, IG, MPF/CPF, Housing Referral Office (HRO), SF and EEO to determine trends that may impact unit effectiveness.

3.25.9.2. The UCA team must review the following:

3.25.9.2.1. AF IMT 1587, **MEO Complaint Summary**.

3.25.9.2.2. AF IMTs 1587-1, **MEO Informal Complaint Summary**.

3.25.9.2.3. AF IMTs 1271, **Record of Assistance**.

3.25.9.2.4. MEO Incidents (minor, serious and major).

3.25.10. Survey Administration. When conducting UCA Type I or II, the UCA team will use the Air Force-approved Unit Climate Assessment Survey to survey unit members. Team members and commanders may not delete or modify questions contained in the Air Force-approved Unit Climate Assessment Survey. Commanders may, at their discretion, include up to 10 additional questions to the survey.

3.25.10.1. Random selection of personnel. The key to selecting unit members for survey participation is random samples. The sample of unit members surveyed will reflect the demographic mix of the unit.

3.25.10.2. Survey distribution. The UCA team will emphasize survey distribution and collection procedures when coordinating the UCA with the commander. Prior to survey distribution, the commander must approve the method of distribution.

3.25.10.3. Survey return. To avoid misuse, provide safeguards for completed surveys passing through a third party.

3.25.10.4. Survey analysis. After all surveys have been collected, the UCA team will input and tabulate survey responses. Accomplish analysis and data tabulation by computer using the Air Force-approved Unit Climate Assessment Survey software.

3.25.11. Interviews. Conducting interviews is an integral part of UCA Types I and III. The team will consider the best interview method when gathering data, such as focus groups, individual interviews or group interviews. ***NOTE***: The commander must approve the method for the interview.

3.25.11.1. Selection of Personnel. The number of personnel interviewed is based on the size of the unit and the capability of the team (see AFPAM 36-2704, table 3.2).

3.25.11.1.1. The UCA team will select a representative mix of personnel in the unit based on sex, race, national origin, grade, AFSC and operational function.

3.25.11.1.2. The UCA team will also interview unit members from all work shifts.

3.25.11.2. The survey, survey analysis and specific commander concerns are the key sources for developing interview questions (UCA Types I and III). In all cases, the commander will review and approve all interview questions. The commander may also provide the team with additional HRC - related questions for the interview process.

3.25.12. The verbal outbrief. An outbrief is required after all UCA information has been analyzed, tabulated, evaluated and administratively processed. The outbrief may contain a synopsis of the survey analysis report, comments gathered from the surveys, relevant trend data and anecdotal comments made by interviewees during the interview process. For UCA Type II, the post survey briefing is sufficient and serves as the outbrief.

3.25.13. The final report. The final report culminates the UCA. It provides a record of the visit and summarizes relevant information gathered from trend data review, post survey meeting and interviews. The final report will not contain new or unexpected information or verbatim comments extracted from the survey.

3.25.13.1. The commander must receive the final written report no later than 15 workdays after the outbrief.

3.25.13.2. Report accurately and clearly the information gathered during the assessment. When preparing the report, it is essential to stress the mission of the unit.

3.25.13.3. All assessments require a written report. ***NOTE***: The UCA team may not use a survey analysis in lieu of a written report.

3.25.13.4. The UCA Final Report is “FOR OFFICIAL USE ONLY”. Only the unit or installation commander can authorize release of this data. ***NOTE***: Under no circumstances will the UCA report (or any related UCA correspondence and memoranda) contain specific names, duty titles or positions, identifiable ranks or verbatim comments.

3.25.14. Protection of Sensitive Data. A UCA may reveal many personal problems and concerns. Often interviewees will mention names and make allegations about the conduct of others. Use common sense and good judgment when working with this information. In some instances, the unit commander will need to know all of the particulars, including the name of the source. In other instances, the UCA team need only alert the commander to the situation. Do not misrepresent the MEO office's role to either the source or the commander.

3.25.14.1. If interviews produce names of individuals or alleged offenders, do not identify these individuals by name or provide verbatim comments in any written report.

3.25.14.2. ***A UCA is intended to raise and identify issues and, as such, does not serve as an official investigation. A UCA report is not a substitute for the MEO complaint clarification process or any official investigation. The UCA team and commanders must not use UCA reports for these purposes.***

3.25.15. Access to Information. The UCA report is an official internal working document and the MEO office must mark all documents as, "FOR OFFICIAL USE ONLY". (Refer to DoDR 5400.7/Air Force Supplement, chapter 4). Do not include classified material in the report.

The commander of the unit visited or the commander requesting the UCA retains the original copy of the UCA final report. As the records custodians for UCA reports, the MEO office is responsible for processing release FOIA requests IAW DoDR 5400.7/Air Force Supplement and withholding UCA information as an internal record containing internal advice, recommendations and subjective evaluations, as contrasted with factual matters, reflected in deliberative records pertaining to the decision making process of an agency. (Refer to DoDR 5400.7, paragraph C3.2.1.5). Include the following statement in the UCA report: "The MEO office is the release authority for this report. Do not copy or disseminate this document without the consent of the MEO Office." SJA and the commander for which the UCA is rendered will coordinate on requests for release of the UCA report, IAW DoD Regulation 5400.7 (see paragraph **3.11.8.**).

3.25.16. Program Evaluation. The commander's critique is an essential tool for identifying the effectiveness of the UCA. At the conclusion of the visit, the UCA team will give the commander an AF IMT 3969 for completion. Once the critique is completed, the MEO office files the critique in the unit continuity folder.

**3.26. Installation Climate Assessment Committee (ICAC).**

3.26.1. Purpose. The ICAC provides the IC, subordinate and tenant unit commanders and the Command Chief Master Sergeant with an assessment of the base HRC at least twice a year.

3.26.2. The IC or a designated representative will chair the ICAC on a semiannual basis (reporting periods covering 1 Oct - 31 Mar and 1 Apr - 30 Sep).

3.26.3. The ICAC committee members identified in paragraph **3.26.8.** will provide an analysis of their data and an assessment of their information to the Chief, MEO at least 10 duty-days before the actual meeting.

3.26.4. The Chief, MEO will review the committee members' inputs, develop the agenda and schedule the meeting.

3.26.5. The Chief, MEO will serve as the moderator and recorder for the semiannual ICAC and prepare the ICAC minutes (within 5 duty-days) for the commander's approval and signature. The MEO

office will maintain all meeting minutes. The Chief, MEO reviews, tracks and reports on human relations factors that impact mission effectiveness. At the discretion of the IC, the Chief, MEO may call subsequent meetings with the ICAC committee members to assess action plans implemented by the ICAC.

3.26.6. The IC approves the strategies and directs implementation of the resolution processes developed by the ICAC. If the ICAC committee determines that a significant disparity exists that impacts the overall health, environment, productivity, effectiveness or readiness of the installation, the ICAC assessment must develop a plan to address the noted disparity.

3.26.7. The Chief, MEO will document the HRC in the minutes along with an analysis of the factors assessed.

3.26.8. ICAC Committee Members. The ICAC is comprised of permanent members representing the offices of primary responsibility (OPR) listed below, who are responsible for program management. The OPRs will report how these factors may affect the HRC. As much as possible, all data will include a demographic breakdown.

3.26.8.1. MEO Office. The MEO office will provide an analysis of Unit Climate Assessments, unlawful discrimination and sexual harassment complaints (formal and informal), EOTIs and non MEO-related assistance conducted/accomplished within the reporting period.

3.26.8.2. Inspector General (IG). The IG is responsible for reporting complaints data processed by the IG or other related EO trends.

3.26.8.3. Security Forces (SF). The SF provides information on criminal, misdemeanor, and extremist group activities that may impact on the HRC (e.g., increase in assaults, acts of vandalism, thefts, apprehensions and traffic tickets by a particular demographic group).

3.26.8.4. Staff Judge Advocate (SJA). The SJA will provide discipline factors, such as Articles 15 and Courts Martial.

3.26.8.5. Equal Employment and Opportunity (EEO) office. EEO will provide data on formal and informal complaints processed during the report period.

3.26.8.6. Military Personnel Flight (MPF). The MPF Commander must provide statistical data on installation demographic data, Unfavorable Information Files (UIFs), involuntary separations, control roster actions, awards (decorations), promotions and referral enlisted performance report (EPR) ratings. If possible, the MPF Commander will report on additional personnel programs impacting the installation's HRC.

3.26.8.7. Housing Management Office (HMO). HMO will report housing discrimination issues and potential impact on the HRC. In addition, the representative will report on the availability of on-base housing, affordable housing within the community and landlord/tenant disputes.

3.26.8.8. Civilian Personnel Flight (CPF). The Chief of CPF is responsible for presenting civilian personnel issues (e.g., labor relations, special emphasis program manager (SEPM), recruitment, etc.).

3.26.8.9. Chaplain. Chaplain will provide information on the religious support to all denominations and the availability of services for all denominations based on needs of the local base community.

3.26.8.10. Services. Services will report annual local MWR survey results, the variety of entertainment/activities at the Enlisted/Officer's Club and the availability of activities/facilities (e.g. base gym, fitness center, dining facilities, etc.) based on needs of the local base community.

3.26.8.11. Other Members. The IC has the authority to appoint additional members, as necessary. Other members may include, but are not limited to, the local union representative, Family Advocacy, Public Affairs, AFOSI, Family Support and local community organizations. These agencies can assist in determining if there are other internal or external factors impacting the HRC. The commander may task these agencies to report their data on a rotating or as needed basis. The ICAC may use this data in conjunction with other assessments provided by the OPRs.

3.26.9. The IC will normally use UCA survey data collected during the reporting period for the assessment, or they may request an installation-wide climate assessment survey. The IC may also request the DEOMI-administered MEOCS.

**3.27. MEO/HRE Summary (HAF-DPP (SA) 7204.**

3.27.1. Base-level MEO office will:

3.27.1.1. Complete AF IMT 3018 on a quarterly basis. Reporting increments are on a fiscal year basis. The reporting periods are: 1 Oct - 31 Dec, 1 Jan - 31 Mar, 1 Apr - 30 Jun and 1 Jul - 30 Sep.

3.27.1.2. Provide the report to the MAJCOM Assistant for MEO within 10 calendar days after the report closeout date.

3.27.1.3. Provide an overall assessment of the base HRC to accompany AF IMT 3018 on a semi-annual (October through March/April through September) basis. Report the October through March assessment in the April through June quarterly report. Report the April through September assessment in the October through December quarterly report. This will allow enough time for the ICAC to meet and assess the base HRC. This assessment will include the quantitative and qualitative factors assessed during the ICAC. Also include innovations, problems/solutions, lesson learned, requested guidance from MAJCOM and recommendations for improving the MEO program.

3.27.2. The MAJCOM Assistant for MEO will ensure the following information is included in the report:

3.27.2.1. An overall assessment of the MAJCOM HRC to accompany AF IMT 3018 on a semiannual (Oct-Mar/Apr-Sep) basis.

3.27.2.2. This assessment will include an overall summary of the quantitative and qualitative factors provided by installations. Also, include an overall MAJCOM assessment of innovations, problems/solutions, lesson learned, recommendations for improving the MEO program, MAJCOM MEO policy guidance issued during the reporting period and state whether or not HQ USAF/DPPFH or HQ AFPC/DPSFOS assistance is needed.

3.27.3. The MAJCOM Assistant for MEO will ensure the report and overall assessment arrives at HQ AFPC/DPSFOS no later than the 25th of the month following the reporting period.

***Section 3G—Special Procedures and Supplements***

**3.28. Procedures During Contingencies, Hostilities and War.**

3.28.1. During wartime/contingency operations, the MEO staff will help commanders at all levels resolve those human relations conditions which negatively impact the effectiveness of direct combat operations or support operations.

3.28.2. The Mission Capability Statement (MISCAP) for the Unit Type Code (UTC) tasked for deployment contains the mission of deployed MEO forces.

3.28.3. Deployed MEO forces:

3.28.3.1. Provide MEO support to contingencies with a deployed Aerospace Expeditionary Force (AEF)/Aerospace Expeditionary Wing (AEW).

3.28.3.2. Operate independently during a 90- to 120-day rotation.

3.28.3.3. Are assigned to wing headquarters staff supporting the AEF/AEW commander.

3.28.3.4. Advise AEF/AEW commander and senior staff on all MEO issues and provides MEO services to AF personnel assigned to the AEF/AEW.

3.28.3.5. Provide MEO services to include, but are not limited to, formal/informal complaint processing, informal assistance, Out and Abouts, UCAs (as requested), ADR, MEO/HRE (as specifically requested by deployed commanders) and quarterly statistical reporting.

3.28.4. The MEO team may only consist of MEO personnel (36P/3S1X1) trained in Fast Action Message Network (FAMNET) operations. Do not substitute other AFSCs.

3.28.4.1. There are three MEO UTCs (9AMEX). The 9AMEA UTC consists of 1 3S1X1 NCO. The 9AMEB UTC consists of 2 3S1X1 NCOs. The 9AMEC UTC consists of 1 officer (36P3). ***NOTE***: If a 9AMEC UTC is deployed, a 9AMEB UTC will always deploy in support of the 9AMEC UTC.

3.28.5. DEOMI-trained Air National Guard and Air Force Reserve (ANG/AFR) personnel are also subject to recall and partial mobilization.

3.28.6. The HQ USAF/DPPFH Air Staff Functional Account Manager (FAM) will:

3.28.6.1. Provide policy oversight and resource support for the Military Equal Opportunity Support for Contingency Operations (MEOSCO) teams.

3.28.6.2. Assist MAJCOM FAMs and XPMs as requested.

3.28.6.3. Coordinate with MAJCOM FAMs and XPMs to clarify Air Staff FAM guidance. Resolve issues, problems and inconsistencies as required.

3.28.6.4. Attend AF Sourcing Conferences to validate Operations Plan (OPLAN) requirements.

3.28.7. MAJCOM FAMs will:

3.28.7.1. Ensure guidance is applied consistently and keep HQ USAF FAM (USAF/DPPFH) informed of variances and problems.

3.28.7.2. Coordinate with MAJCOM/XPM on the in-place support, in-place forces and directed mission requirement determination process and methodology.

3.28.7.3. Coordinate with MAJCOM/XPX/DOX on deployment processes and methodology.

3.28.7.4. Provide additional guidance and worksheets to explain or clarify deviations from Air Staff FAM guidance.

3.28.8. Base-level units, direct reporting units (DRUs) and FOAs will assist MAJCOM FAMs and XPMs where applicable.

3.28.9. Deployment Responsibilities/TPFDD Build. MEOSCO personnel will:

3.28.9.1. Provide advice, guidance and technical expertise to AEF/AEW Commander and deployed personnel on all MEO matters.

3.28.9.2. Handle formal and informal complaints.

3.28.9.3. Conduct MEO and non-MEO ADR.

3.28.9.4. Provide MEO and non-MEO related counseling, training, information and referral.

3.28.9.5. Conduct EOTI clarifications and advise wing leadership on classification/reporting and impact on human relations climate.

3.28.9.6. Conduct UCAs (as requested by the commander). May use surveys, interviews or a combination of both.

3.28.9.7. Conduct informal "Out and About" visits to gather information on MEO and quality of life issues.

3.28.9.8. Conduct Key Personnel, Overseas Orientation and custom designed briefings.

3.28.9.9. Conduct site visits.

3.28.10. Specific Guidance for In-Place MEO Forces:

3.28.10.1. Deployed MEO staff must estimate the type and level of support needed according to guidance provided in the Base Reception Plans, OPLAN, available force lists and specific Force Sizing Exercise guidance from higher headquarters.

3.28.10.2. Deployed MEO staff in direct support of combat operations will focus on identifying, preventing and neutralizing actual/potential human relations incidents. This includes an assessment of whether the incidents are psychological operations-related and will determine the impact on unit cohesion.

3.28.10.3. At bases not involved in direct support of combat operations, EOT/HRE functions will continue IAW published guidance.

3.28.10.4. Noncombatant Evacuation Operations (NEO) including reception, processing and disposition activities may continue longer than the wartime operations anticipated in the existing Support Force Sizing Exercise (FORSIZE) OPLAN scenario. Therefore, MEO planners at CONUS/OCONUS ports and throughput locations will address EOT/HRE manpower requirements for anticipated NEO activities.

# Chapter 4

# MEO INFORMAL COMPLAINTS

## *Section 4A—MEO Informal Complaints*

### 4.1. MEO Informal Complaint Process.

4.1.1. The purpose of the MEO Informal Complaint process is for military personnel, their family members and retirees (complainant/offended party) to provide allegations of unlawful discrimination or sexual harassment to the MEO office to attempt resolution at the lowest possible level.

4.1.2. The MEO office will only accept and document allegations that fall under the MEO purview. The MEO office will brief the complainant on the appropriate referral source to address allegations that do not fall under the MEO purview.

4.1.2.1. The MEO office will immediately notify the SJA when they become aware of allegations of unlawful discrimination or sexual harassment that could result in UCMJ action or adverse action against a civilian employee, including complaints involving superior-subordinate relationships, physical contact or quid pro quo sexual harassment.

4.1.3. In order to have standing to file an informal complaint, an individual must be an offended party of the alleged unlawful discrimination or sexual harassment. Third parties, to include commanders, supervisors or co-workers, may not file an informal complaint on behalf of another complainant/individual. The MEO office will refer all third party individuals who are aware of specific allegations of MEO policy violations to the respective chain of command (see paragraph **3.18.1.**).

4.1.4. The MEO office will not accept informal complaints from military members, family members or retirees if their concern is related to their off-base employment.

4.1.5. The MEO office will not accept informal complaints from military members, family members or retirees working as DoD civilian employees if their concern is related to their DoD civilian employment.

4.1.6. The MEO office will inform complainants who are not satisfied with the results of an informal complaint that they may file a formal complaint.

4.1.7. The MEO office does not have confidentiality with respect to allegations of unlawful discrimination or sexual harassment.

4.1.8. The MEO office will advise all complainants with allegations of unlawful discrimination or sexual harassment that the MEO office will document the allegation(s) on AF IMT 1587-1 and follow up until closure.

### 4.2. Complainant's Options to Address Informal Complaints.

4.2.1. The MEO office should encourage complainants to use the chain of command (e.g., request assistance from their supervisor, first sergeant or commander) to informally resolve unlawful discrimination and sexual harassment complaints.

4.2.2. Complainants may orally address or prepare written correspondence to the alleged offender advising him or her of the perceived inappropriate behavior with a clear message that continuation of that behavior may result in formal complaint action.

4.2.3. Complainants may request intervention by a co-worker.

4.2.4. Complainants may opt for the ADR process to mutually resolve disputes.

4.2.5. If the complainant cannot attain an informal resolution, the complainant may opt to file a formal MEO complaint.

4.2.6. The MEO office will document all informal MEO complaints on AF IMT 1587-1.

**4.3. Instructions for Completing AF IMT 1587-1, MEO Informal Complaint Summary.**

4.3.1. When completing AF IMT 1587-1, follow the instructions below. Some blocks of the IMT are self-explanatory and do not require instructions. See **Attachment 3** for a sample AF IMT 1587-1.

4.3.2. Case Number. Every informal MEO case is assigned a case number. The case number is determined by combining two separate elements: the case type code and the case file number.

4.3.2.1. Case Type Code. There are three types of cases processed on AF IMT 1587-1: "IC," "CW" and "MM" coded cases.

4.3.2.1.1. Code IC. Code the case "IC" when the complainant elects to resolve the case at the informal level.

4.3.2.1.2. Code MM. Code the case "MM" when ADR (mediation or facilitation) is the option selected to resolve an MEO case at the informal level.

4.3.2.1.3. Code CW. Code the case "CW" when a commander notifies MEO that an EO related case was resolved at the unit level, to include CDIs or other fact finding methods.

4.3.2.2. Case File Number. The MEO office tracks and manages informal cases by the case file number assigned. The case file number includes the year, sequence of case and the month the case was filed. The MEO office will generate the case file number using the following guidelines:

4.3.2.2.1. **0-9** - last digit of the calendar year.

4.3.2.2.2. **001** - numerical case number assigned consecutively (e.g., 001, 002, 003, etc.), with numbers reverting back to "001" at the beginning of each calendar year.

4.3.2.2.3. **01-12** - the number of the month in which the case was filed (e.g., 01 = January, 02 = February, etc.).

4.3.2.3. Examples: **IC9-001-01** - Informal case filed in January of 1999, the first informal case of the calendar year; **MM0-005-11** - Informal case handled through ADR, filed in November of 2000, the fifth mediation case of the calendar year.

4.3.3. Block 7a: Race. Enter the complainant's Race as identified in the PDS.

4.3.4. Block 7b: Hispanic Declaration. Enter the Hispanic Declaration code of the complainant as identified in the PDS.

4.3.5. Block 8: Alleged Offender Demographics. The MEO office must complete this block. The MEO office will obtain information regarding the alleged offender(s) demographics from the PDS if

available. Under "area" indicate the source of alleged discrimination. The options for "area" are: Commander, Supervisor, Individual/Coworker, Facility/Location or Other (Specify in Block 13).

4.3.6. Discrimination Type. This block indicates the protected category of unlawful discrimination or sexual harassment. The complainant must identify the type of discrimination that is alleged to have occurred. The MEO office must check at least one of the blocks: Race, Color, National Origin, Sex, Religion or Sexual Harassment, based on the initial interview with the complainant. For sexual harassment complaints, also indicate the primary nature of the case. Options for the nature of complaint are: Verbal (slurs, inferences), Nonverbal (gestures, pictures, notes), Physical (Pinching, unwanted touching, physical advances) or Other (specify in Block 9).

4.3.7. Block 9: Specific Allegations of Unlawful Discrimination. The complainant must provide specific allegations of unlawful discrimination or sexual harassment. The MEO office will summarize/capture the information in Block 9, with the concurrence of the complainant. In all cases, include specifics, i.e., who, what, when, where, how and why the complainant believes unlawful discrimination or sexual harassment has occurred. Do not simply attach a complainant's written statement to the AF IMT 1587-1 or enter "See Attached" in this block. The MEO office must provide specific framed allegations in Block 9 of AF IMT 1587-1. The MEO office must also indicate the overall impact the allegations have had or may have on the complainant, the organization or the installation HRC.

4.3.8. Block 10: Worked By. The MEO office must provide the complainant options for informal resolution. Document the block once the complainant selects the resolution option. If the complainant selects "Other," document the specifics in the space provided. When the AF IMT 1587-1 is used to record a summary of a "commander worked EO issue" reported to the MEO staff, provide a brief summary in Block 9 (see paragraph **2.5.10.2.**) and check CWI.

4.3.9. Block 12: Complainant Signature. A signature is not mandatory.

4.3.10. Block 13: MEO Technician. The member of the MEO staff processing the informal case must record their name and rank.

4.3.11. Block 15: Summary of Interview. Provide a brief summary of the interview with the complainant. Also include the following information:

4.3.11.1. When the AF IMT 1587-1 is used to record a summary of a complaint that was reported to MEO by a unit commander, only state "commander worked issue."

4.3.11.2. The MEO office rationale for accepting, declining or referring the case. Include any effect the alleged offense may have had on the unit's or installation's MEO HRC.

4.3.12. That the complainant was advised:

4.3.12.1. Of informal resolution options and the informal complaint process.

4.3.12.2. That the MEO office does not have a privilege of confidentiality, however, all information provided will be for official use only and the privacy of individuals will be protected as much as possible.

4.3.12.3. To report to the IG any form of reprisal for filing a complaint.

4.3.12.4. That disclosure of case file information falls under the FOIA and Privacy Act guidelines.

4.3.12.5. Of their rights to file a formal complaint as an appeal of the informal complaint.

4.3.12.6. That the AF IMT 1587-1 will document all information concerning the case.

4.3.12.7. Document when the MEO office notified the complainant's commander and the alleged offender's commander of the informal complaint. ***NOTE:*** The MEO office will inform the alleged offender's commander on his or her responsibility to protect the complainant's identity. Document all actions taken during the informal process to include summary of interview.

4.3.13. Block 16: Follow-up Actions. Conduct follow-up actions at least every 5 duty-days and document in this section. (***EXCEPTION:*** When an MEO informal case involves ADR, conduct follow-up as stated in paragraph **4.12.**). Precede all entries with a date.

4.3.14. Block 17: Disposition. The MEO Technician marks that either the complainant has determined his/her allegation(s) has been resolved, not resolved, or the complainant elects to file a formal complaint.

4.3.14.1. When the complainant determines his/her allegation(s) has not been resolved and does not elect to file a formal complaint, annotate the justification in Block 16.

4.3.14.2. In all cases, the MEO office must brief the complainant on the option to file a formal complaint as the next level of resolution. See paragraph **4.5.** for filing deadlines.

4.3.14.3. An informal complaint is considered closed on the date the MEO staff conducts a final follow-up with the complaint.

4.3.14.4. The MEO Chief must review the complaint and sign Block 21.

**4.4. Disposition.** Maintain Informal Complaint case files for 2 years IAW **https://webrims.amc.af.mil**.

**4.5. Time Limits for Filing MEO Informal Complaints.**

4.5.1. There is no time limit for filing informal complaints and no requirement for commander approval before accepting informal complaints older than 60 days.

4.5.2. If an informal complaint is filed more than 60 calendar days after the alleged offense, the MEO office must brief the complainant during the initial intake that, in order to file a formal complaint, the IC would need to waive the time limits for the formal complaint for good cause based on a memorandum with sufficient justification provided by the member and submitted through the MEO office.

***Section 4B—Alternate Dispute Resolution (ADR)***

**4.6. Overview.** In some cases Alternative Dispute Resolution (ADR) is an option that the MEO office may use to facilitate communications between the disputants and lead to the early resolution of informal cases. Facilitation is the ADR technique authorized to resolve informal MEO complaints. The MEO office will offer services of an MEO specialist who has been trained in the use of facilitation/mediation and interest-based negotiation to serve as a facilitator whenever the disputants voluntary agree to the use of ADR.

4.6.1. The MEO office will annotate facilitations regarding unlawful discrimination or sexual harassment on AF IMT 1587-1.

4.6.2. When appropriate the MEO office will attach a copy of the facilitation agreement to the AF IMT 1587-1.

4.6.3. The MEO office will document all other non-MEO related ADR services accomplished by the MEO office on AF IMT 1271.

**4.7. Approving and Initiating Cases for Facilitation.**

4.7.1. All complaints that are appropriate for informal resolution are eligible for the voluntary use of facilitation.

4.7.2. The MEO staff will advise the complainant at the initial interview of the benefits and availability of facilitation to resolve the complaint informally.

4.7.3. If facilitation is requested, the MEO Chief or Superintendent will determine if the issue is appropriate for facilitation consistent with this Instruction and AFPD 51-12. If the complaint is approved for facilitation, the respondent will be advised and offered the opportunity to agree to facilitation. If facilitation is agreed to, the MEO Chief or Superintendent will appoint a trained, qualified MEO specialist to act as facilitator.

**4.8. Procedures for Facilitation.**

4.8.1. Once appointed, the facilitator will arrange to conduct the facilitation within 15 duty days. This period may be extended an additional 15 duty days with consent of the parties and the approval of the MEO Chief or Superintendent.

4.8.2. The facilitator is authorized to set the date, time and place of the facilitation and to determine the ground rules for conducting the proceeding. Ground rules include start and end times, timing and length of breaks, dress preferences (uniform or civilian clothing), and similar procedural issues unrelated to the complaint itself.

4.8.3. The facilitator will inform each party's chain of command of the outcome of the facilitation within three duty days of its completion.

**4.9. Role of the MEO Office in Conducting Facilitations.**

4.9.1. Explain to the disputants that facilitation is an alternative informal process to resolve concerns or allegations of unlawful discrimination and sexual harassment (workplace-related only); ensure the disputants understand the benefits of using ADR and interest-based negotiations to assist them in resolving their dispute.

4.9.2. An MEO Specialist will not participate in formal cases, clarifications, investigations or investigation assistance when they have been a party to or acted as facilitator in a previous case involving the disputants.

4.9.3. The MEO office will not facilitate complaints involving O-6s, O-6 selects or senior officials.

4.9.4. Ensure SJA reviews all agreements for legal sufficiency.

4.9.5. Terminate the facilitation process when disputants reach an impasse or deadlock and the two parties cannot resolve the issue to the satisfaction of the disputants. Advise the disputants of alternative grievance procedures.

4.9.6. If facilitation is unsuccessful or a facilitation agreement is breached, the complainant may file a formal complaint of unlawful discrimination as established in this instruction.

**4.10. Case File Maintenance.**

4.10.1. Facilitation is part of the informal complaint process and is documented on the AF IMT 1587-1.

4.10.1.1. Once approved as legally sufficient, attach a copy of the final facilitation agreement to the AF IMT 1587-1 and keep on file in the MEO office.

4.10.1.2. Ensure the final agreement only addresses the resolution or the complaint. Do not include references to any specific allegations in the final agreement.

4.10.1.3. Mark all included documents, "FOR OFFICIAL USE ONLY".

4.10.2. Maintain facilitation records on file for two years IAW **https://webrims.amc.af.mil**.

**4.11. Reporting and Documentation.**

4.11.1. The facilitator will prepare final agreements, which may be hand-written, for signature by the concerned parties to expedite timely resolution. Include a statement that the agreement is subject to legal review and command approval. The facilitator will prepare formal official typed agreements for the disputants within 2 duty-days and prior to legal sufficiency review. All parties will sign the official documents.

4.11.2. Forward a copy of the signed agreement to the SJA for a legal sufficiency review.

**4.12. Follow-up.** The MEO office will follow up on facilitation cases at least once within 30 calendar days after the resolution of the case to ensure reprisal does not occur and the parties adhere to the agreement. The MEO office will document follow-ups in Block 16, AF IMT 1587-1. In the event the MEO office discovers one of the parties is not adhering to the agreement, the facilitator will inform the commander(s) of the parties involved.

**4.13. Training Requirement.** Facilitation may be conducted only by MEO Specialists who have successfully completed an approved Air Force, or comparable, facilitation training course. Qualifying facilitation training will be documented in the MEO Specialist's Training Record.

# Chapter 5

# MEO FORMAL COMPLAINTS

## 5.1. MEO Formal Complaint Process.

5.1.1. The purpose of the MEO Formal Complaint is for military members, retirees and their family members (complainant/offended party) to formally present allegations of unlawful discrimination and sexual harassment to the MEO office to attempt resolution.

5.1.2. The MEO office will only accept and document allegations that fall under the MEO purview. The MEO office will brief the complainant on alternative complaint channels and the referral source to address allegations that do not fall under the MEO purview.

5.1.2.1. The MEO office will notify the SJA when they become aware of allegations of unlawful discrimination or sexual harassment that could result in UCMJ action or adverse action against a civilian employee, including complaints involving superior-subordinate relationships, physical contact or quid pro quo sexual harassment.

5.1.3. The MEO office will not accept a complaint more than 60 calendar days after the alleged offense occurred unless the IC approves. The IC may waive the time limits for good cause based on a memorandum with sufficient justification provided by the member and submitted through the MEO office.

5.1.4. In order to have standing to file a complaint, an individual must be an offended party of the alleged unlawful discrimination or sexual harassment. Third parties, to include commanders, supervisors or co-workers, cannot file a formal complaint on behalf of complainants. The MEO office will refer all third party individuals who are aware of specific allegations of MEO policy violations to the respective chain of command (see paragraph **3.18.1.**).

5.1.5. When the MEO office receives allegations of unlawful discrimination or sexual harassment from an anonymous source, the MEO office will document the allegations on AF IMT 1587 and apprise the commander or agency head. There must be enough details provided from the anonymous source to clarify the allegations and indicate that the source is reliable.

5.1.6. There are no Air Force appeal channels available for a family member or retiree who is not satisfied with the resolution or disposition of his/her complaint. The MEO office will brief this to all complainants that fit this category.

5.1.7. The MEO office may not clarify complaints from military members, if their concern is related to their off-base or off-duty employment. Those complaints will be referred to the appropriate agency for resolution (referral complaint).

5.1.8. The MEO office may not clarify complaints from military family members and retirees if their concern is related to their employment. Those complaints will be referred to the appropriate agency for resolution (referral complaint).

## 5.2. Instructions for Completing AF IMT 1587, MEO Complaint Summary.

5.2.1. When completing AF IMT 1587, follow the instructions (see **Attachment 4**). Some areas of the form are self-explanatory and do not require instructions.

5.2.2. Case Number. Every formal MEO case is assigned a case number. The case number is determined by combining two separate elements: the case type code and the case file number.

5.2.2.1. Case Type Code. There are two types of cases processed on AF IMT 1587: "FC" and "RC" coded cases.

5.2.2.1.1. Code FC. Code the case "FC" when the MEO office works the case and conducts the complaint clarification on allegations that involve unlawful discrimination or sexual harassment. MEO office must work all "FC" coded cases.

5.2.2.1.2. Code R. Code the case "RC" when allegation(s) of unlawful discrimination or sexual harassment are referred to another agency. The MEO office does not clarify referral complaints. See paragraph **6.2.** for instructions on referral complaints. ***NOTE*:** The MEO office will immediately refer complaints involving senior officials directly to the IG. See **Attachment 1** for a definition of "senior officials" and paragraph **6.3.** for details on cases involving senior officials.

5.2.2.1.3. Case File Number. The MEO office documents and manages formal cases by the case file number assigned. The case file number includes the year, sequence of case and the month the case was filed. Use the following guidelines for generating a case file number:

5.2.2.1.3.1. **0-9** - last digit of the calendar year.

5.2.2.1.3.2. **001** - numerical case number assigned consecutively (e.g., 001, 002, 003, etc.), with numbers reverting back to "001" at the beginning of each calendar year.

5.2.2.1.3.3. **01-12** - the number of the month in which the case was filed (e.g., 01 = January, 02 = February, etc.).

5.2.2.1.3.4. Examples: **FC9-001-01** - Formal complaint clarified by the MEO office, filed in January of 1999, the first formal case of the calendar year; **RC0-005-11** - Formal complaint referred to another agency, filed in November of 2000, the fifth referral case of the calendar year.

5.2.3. Process Time (Duty Days): Include the total number of *duty-days* it takes to close the case. The MEO office must document reason(s) for not meeting case processing time requirements in Block 19. ***NOTE***: The case is closed when the MEO office briefs the complainant and the complainant signs Block 30 of AF IMT 1587 or when the referral agency reports their findings and the complainant signs Block 30 of AF IMT 1587.

5.2.4. Blocks 7a/b: Race/Hispanic Declaration. The MEO office will enter the complainant's Race/Hispanic Declaration data by extracting the "Race/Hispanic Declaration" data elements from the PDS if available.

5.2.5. Block 12: Alleged Offender Demographics: The MEO office must complete this block. The MEO office will obtain information regarding the alleged offender(s) demographics from the PDS if available.

5.2.6. Block 12: Area. The complaint "area" indicates the source of unlawful discrimination or sexual harassment (alleged offender). The MEO office must identify one "area" for each alleged offender based on the initial interview with the complainant. The categories are: Commander, Supervisor, AF Policy, Individual/Co-worker, Facility/Location or Other (Specify in Block 13). For sexual harassment complaints also indicate the primary nature of the complaint. Options for nature of complaint

are: Verbal (slurs, inferences), Nonverbal (gestures, pictures, notes), Physical (pinching, unwanted touching, physical advances) or Other (specify in Block 13).

5.2.7. Block 12: Discrimination Type. This block indicates the protected category of unlawful discrimination or sexual harassment. The complainant must identify the type(s) of discrimination that is alleged for each alleged offender. The MEO office must check the block(s) that apply: Race, Color, National Origin, Sex, Religion or Sexual Harassment. Use a single AF IMT 1587 to document multiple types of discrimination. Processes related to the multiple types of discrimination, including the complaint clarifications and legal sufficiency reviews, can be accomplished concurrently.

5.2.8. Block 13: Specific Allegations of Unlawful Discrimination. The complainant must provide specific allegations of unlawful discrimination or sexual harassment. The MEO office will summarize/capture the information in Block 13, with the concurrence of the complainant. In all cases, include specifics, i.e., who, what, when, where, how and why the complainant believes unlawful discrimination or sexual harassment has occurred. Do not attach a complainant's written statement to the AF IMT 1587 and enter "See Attached" in this block. The MEO office must provide specific framed allegations in Block 13 of AF IMT 1587. The MEO office must also indicate the overall impact the allegations have had or may have on the complainant, the organization or the installation HRC.

5.2.9. Block 14: Referred To. If the MEO office refers the complaint to another agency, check the box that corresponds to that agency: AAFES, DECA, HMO, IG or Other.

5.2.10. Block 16: Signature, Complainant. The complainant must sign the AF IMT 1587. If the complainant is anonymous, place "anonymous" in this block.

5.2.11. Block 17: MEO Technician. The member of the MEO office accepting the complaint must type his or her full name and grade in this block.

5.2.12. Block 19: Summary of Interview. Document the following information:

5.2.12.1. The MEO office rationale for accepting, declining or referring the complaint. Include any effect the alleged offense may have had, on the unit's or installation's MEO HRC.

5.2.12.2. That the complainant was advised:

5.2.12.2.1. Of the formal complaint process and other possible grievance channels.

5.2.12.2.2. That the MEO office does not have a privilege of confidentiality. However, all information provided will be for official use only and the privacy of individuals will be protected as much as possible.

5.2.12.2.3. To refrain from discussing their concern with witnesses or possible witnesses during the complaint clarification process.

5.2.12.2.4. To report directly to the IG any form of reprisal for filing a complaint.

5.2.12.2.5. That disclosure of case information falls under the FOIA and Privacy Act guidelines.

5.2.12.2.6. That complainants may not withdraw the complaint without approval from the Chief, MEO. ***NOTE*:** The complainant must provide a written request for withdrawal with sufficient justification explaining why they desire to withdraw the complaint.

5.2.12.2.7. That the member was briefed on appeal rights.

5.2.12.3. When the MEO office notified the complainant's commander and the alleged offender's commander that a formal complaint was filed. ***NOTE*:** The MEO office will inform the alleged offender's commander of his/her responsibility not to disclose or allow discovery of the complainant's identity, except as required by the investigation or subsequent remedial action.

5.2.12.4. That the complainant was briefed, if applicable, that if a complaint was submitted more than 60 calendar days after the alleged offense, and that the IC approved the MEO office's acceptance of the allegation(s).

5.2.13. Block 20: MEO Actions Taken. Document the chronology of actions taken during the complaint clarification process to include the following (include the date to the far left of each entry):

5.2.13.1. When clarification began.

5.2.13.2. When the complainant was briefed on the status of his/her case (every 5 duty-days).

5.2.13.3. When clarification was completed.

5.2.13.4. When clarification report was sent to SJA for review.

5.2.13.5. When legal sufficiency review was complete.

5.2.13.6. When the MEO office informed the commander that the case was substantiated or not substantiated.

5.2.13.7. When the MEO office hand-carried the clarification report to the commander.

5.2.13.8. When the MEO office received notification on any actions taken by the commander.

5.2.13.9. When the MEO office informed the commander of their responsibility to brief alleged offender on the outcome and on appeal rights. ***NOTE***: The MEO office will provide the commander with a detailed briefing on the appeal process.

5.2.14. Block 21: Complaint was found to Be. The MEO office indicates in Block 21 whether the MEO case was substantiated or unsubstantiated and hand-carries a copy of the clarification report to the commander. ***NOTE***: If the complaint is a referral, the MEO office does not complete the block until the referral agency forwards a final summary regarding the outcome, conclusions and actions taken.

5.2.15. Block 23: Legal Review. Document whether SJA concurred with the findings of the MEO clarification in Block 23. ***NOTE***: SJA will also concur/non-concur with MEO recommendations on IG complaints.

5.2.16. Block 28: Complainant Assessment. The complainant must initial the following areas:

5.2.16.1. In Block 28A, whether the complaint process addressed all allegations thoroughly.

5.2.16.2. In Block 28B, whether the complainant was satisfied with the assistance provided by the MEO technician. If the complainant is not satisfied, the MEO office will provide the reason(s) in Block 20.

5.2.16.3. In Block 28C, indicate if the complainant was briefed on the MEO appeals process. The MEO office must brief the complainant on the right to file an appeal. The complainant can only file an appeal through the MEO office regarding the findings of substantiated or unsubstantiated unlawful discrimination or sexual harassment. The MEO office must brief the complainant that appeal procedures require a memorandum citing specific reason(s) for the appeal. The complain-

ant forwards this memorandum to the Chief, MEO. The Chief, MEO will review and forward the memorandum to the appeal agency. The MEO office files a copy of the appeal memorandum in the complaint case folder.

5.2.16.4. In Block 28D, indicate if reprisal occurred against the complainant. The MEO office immediately refers all complainants with allegations of reprisal to the IG and documents the alleged reprisal action(s) in Block 20.

5.2.17. Block 30: Signature of Complainant. The case is closed when the complainant signs Block 30 on the AF IMT 1587. Prior to closing the case, the MEO office briefs the complainant on the outcome and his or her rights:

5.2.17.1. Inform the complainant that the MEO office conducted interviews based on the information provided.

5.2.17.2. Explain that the MEO office thoroughly addressed each allegation and whether or not there was a preponderance of evidence to support each allegation.

5.2.17.3. Explain that JA reviewed the clarification report and they determined it to be legally sufficient.

5.2.17.4. If the complainant inquires about the specific corrective actions taken, the MEO office may not provide any information regarding the existence or character of such actions unless the information is a matter of public record, such as a Court Martial. Explain that the commander is responsible for taking appropriate action and that the release of such information is prohibited by the Privacy Act.

5.2.18. Block 33: Confirmed Offenders. For each allegation that is substantiated, provide the following: offender's first and last name, grade, type(s) and area(s) of discrimination, substantiated, and corrective action taken by the commander.

5.2.19. Block 35: Follow-up Completion Action. The MEO office must contact the complainant within 30 calendar days after the complainant signs Block 30 on the AF IMT 1587. In all cases the MEO office must follow-up to ensure reprisal has not occurred. In substantiated cases, the MEO office will conduct follow-up to ensure the offender has stopped the acts of unlawful discrimination or sexual harassment.

5.2.20. Blocks 39, 40 and 41: Chief, MEO Review. The Chief, MEO must accomplish the following:

5.2.20.1. Review the case and ensure the MEO office addressed each allegation of unlawful discrimination or sexual harassment.

5.2.20.2. Review adherence to complaint processing procedures.

5.2.20.3. *Ensure the MEO office provides timely updates to the complainant throughout the complaint clarification process. Also, ensure follow-up is conducted 30 calendar days after the case is closed,* ***whether the complaint is substantiated or unsubstantiated****.*

5.2.20.4. Ensure the complainant was apprised on the appeal process.

5.2.20.5. Review findings, conclusions, recommendations and actions the commander took to end unlawful discrimination or sexual harassment. ***NOTE***: This list is not all-inclusive. Chief, MEO may review any other information relevant to the case.

5.2.21. Considering the significance of the MEO Complaint Summary, it is paramount that every block on the IMT is completed. Whenever the MEO office cannot complete a block, enter "N/A" (non-applicable). The MEO office must indicate in Block 20 the reason(s) they did not complete the block.

**5.3. Withdrawing MEO Formal Complaints.**

5.3.1. The Chief, MEO serves as the authority for withdrawing complaints. An individual requesting to withdraw a complaint must provide the Chief, MEO a justification memorandum for withdrawing the complaint (AF IMT 1587).

5.3.2. The MEO office will brief the complainant's commander and the alleged offender's commander that the complainant withdrew the complaint. It is the responsibility of the alleged offender's commander to notify the alleged offender that the complainant has withdrawn the complaint.

5.3.3. The MEO office will maintain withdrawn case files for a 2-year period IAW **https://webrims.amc.af.mil**.

**5.4. MEO Complaint Clarification Process.**

5.4.1. The complaint clarification includes interviewing or taking statements from persons (complainants, potential witnesses and alleged offenders) who may have information relevant to the case and gathering data from records or reports. The MEO office may use information gathered from other investigations in conjunction with (but not in lieu of) their own clarification process to establish a preponderance of credible evidence (see **Attachment 7**).

5.4.2. The MEO office will coordinate all interviews with the commander (or designated representative) for all parties involved. The MEO office must also coordinate with PA and SJA and have IC approval before conducting interviews involving members assigned to other branches of the Armed Forces, agencies, contractors or off-base civilians.

5.4.3. The MEO office will develop an interview outline from the specific allegation(s) of unlawful discrimination or sexual harassment. The interview outline should include open-ended questions and provide witnesses with the opportunity to evaluate the complainant's allegations and provide additional evidence that assists in evaluating whether the facts meet the elements of the definition of the alleged violation(s). MEO technicians may deviate from the outline as necessary to ask follow up questions and explore issues.

5.4.4. When interviewing witnesses, advise them the MEO office is conducting a clarification into an allegation of unlawful discrimination or sexual harassment.

5.4.5. Disclosures made during MEO cases are for official use only but do not have any privilege of confidentiality. The MEO office will advise complainants that MEO personnel will discuss the case as necessary with appropriate officials and witnesses in an effort to resolve the issues. MEO personnel will not disclose the identity of a complainant without the consent of the individual, unless such disclosure is necessary during the course of the clarification or required by law or regulation.

5.4.6. At the conclusion of the interview, the MEO technician must write a witness summary statement (see **Attachment 5**). Have the witness review and sign the summary. Tell witnesses they may add to or rephrase their statement. Brief the interviewee on the importance of not discussing the case

with others due to the ongoing clarification process. ***NOTE***: A witness may have a copy of his or her witness summary statement. However, the MEO office will not release the list of questions.

5.4.7. If, during the interview, the MEO office determines that a military witness may have divulged self-incriminating information, the MEO office must stop the interview immediately and coordinate with SJA and the member's commander prior to continuing the interview. The MEO office must coordinate with SJA prior to any rights advisement.

5.4.8. The MEO office must document these actions on AF IMT 1587, Block 20. If the alleged offender requests legal counsel or decides to discontinue the interview, cease questioning immediately. The MEO office will contact the SJA for guidance. Do not release case files to the Area Defense Council (ADC), contact the SJA.

5.4.9. After the MEO office completes the interviews and gathers all required information and evidence, MEO personnel must write the clarification report.

5.4.10. If the clarification results in a determination that a preponderance of credible evidence indicates that an EOT violation has occurred, the complaint is substantiated. Forward all cases for legal sufficiency review. After the legal review, the MEO office forwards the complaint clarification report to the offender's commander for review/action and to the complainant's commander for review. The complaint clarification report must contain information sufficient to enable the commander to take action to eliminate unlawful discrimination or sexual harassment.

5.4.11. If the complaint clarification does not substantiate the allegations of unlawful discrimination or sexual harassment by a preponderance of evidence and SJA concurs, the MEO office will forward the clarification report to the alleged offender's commander for review and to the complainant's commander for final review and coordination.

5.4.12. The alleged offender's commander must brief the alleged offender of the outcome.

5.4.13. The MEO office will document these actions on AF IMT 1587, Block 20. In addition, the MEO office will brief the complainant and complete the AF IMT 1587.

**5.5. Briefing the Alleged Offender.**

5.5.1. Upon notification by the MEO office that a formal MEO complaint has been filed against a member of the commander's unit, the commander informs the alleged offender(s) that they are the subject(s) of a formal MEO complaint, the general nature (e.g., racial discrimination, sexual harassment) of the allegations made against them, and that the MEO office will be performing a formal complaint clarification. The commander must make every effort to protect the complainant's identity or demographics and refrain from providing specific details contained on the AF IMT 1587 to the alleged offender. The commander must also caution the alleged offender against taking reprisal or other retaliatory actions against the complainant or witnesses if he/she suspects their identity. The commander must caution the alleged offender not to discuss the case with others during the clarification process. Inform the alleged offender that the MEO office will conduct impartial interviews of potential witnesses and advise the alleged offender that he or she may provide the names of potential witness to the MEO office. Commanders must notify the MEO office after briefing the alleged offender.

5.5.2. At the conclusion of the MEO complaint clarification, the commander must debrief the alleged offender on the outcome of the case. The commander must also advise the alleged offender of the right

to appeal the findings of an MEO complaint. The commander must notify the MEO office of the date the alleged offender was briefed.

**5.6. Rights Advisement for Alleged Offenders During MEO Complaint Clarifications.**

5.6.1. The MEO office must consult with SJA on rights advisement issues, including the need to provide rights advisement and possible UCMJ violations, prior to interviewing an alleged offender.

5.6.2. Due to the strictly voluntary nature of the MEO complaint clarification process, do not advise civilians of their Fifth Amendment (*Miranda*) rights. However, Section 7114(a)(2)(B) of the Federal Service Labor-Management Relations Statute, 5 U.S.C. §§ 7101 *et seq*, codifies for federal employees the qualified right to union representation during investigatory interviews. If an employee requests union representation or *Weingarten* rights, stop the interview and consult with the SJA and installation labor management relation official.

5.6.3. If, after coordination with the servicing SJA, the MEO office determines that it is permissible to conduct an interview, the MEO office informs the alleged offender that his or her cooperation in the interview process is strictly voluntary and he or she is free to leave at any time. If the individual declines to answer questions, asks to have a legal counsel or union representative present, or requests to leave at any time, the MEO office terminates the interview and allows the individual to leave.

5.6.4. If directed by the SJA, the MEO office will advise military members who are alleged offenders of their rights against self-incrimination under Article 31, UCMJ, before the interview.

5.6.5. The MEO office will not use AF IMT 1168, **Statement of Suspect/Witness/Complainant**, when advising an alleged offender of his/her rights under Article 31. This IMT records information and details of criminal activity and does not address alleged EOT policy violations.

5.6.6. For individuals subject to the UCMJ, use the following advisement of rights:

*"I am (grade and name as applicable). I am conducting an MEO Formal Complaint Clarification IAW AFI 36-2706, into the alleged offense(s) of _____ of which you are suspected. I advise you that under Article 31 of the UCMJ, you have the right to remain silent, that is, say nothing at all. Any statement you make, oral or written, may be used as evidence against you in a trial by court-martial or in other judicial or administrative proceedings. You have the right to consult a lawyer and to have a lawyer present during this interview. You have the right to military counsel free of charge. In addition to military counsel, you are entitled to a civilian lawyer of your choosing, at your own expense. You may request a lawyer at any time during this interview. If you decide to answer questions, you may stop the questioning at any time.*

5.6.7. After the MEO office has given the rights advisement, to ensure any waiver of rights is knowing and voluntary, the MEO office must ask and receive answers to the following questions:

*Do you understand your rights?*

*Do you want a lawyer?*

*Do you wish to exercise your right to remain silent?*

*Do you want to make a statement voluntarily and of your own free will?*

5.6.8. If, after a rights advisement, the alleged offender refuses to make a statement or requests legal counsel, the MEO office must terminate the interview. The MEO office will immediately contact SJA for additional guidance and brief the alleged offender's commander. Do not contact the alleged offender. The MEO office will document delays on AF IMT 1587, Block 20.

5.6.9. If the individual waives his/her rights, proceed with the interview.

5.6.10. If, during a complaint clarification, a witness makes an incriminating statement, stop the interview, brief the Chief of MEO, and contact SJA and member's commander for further guidance.

5.6.11. Acknowledgement of Rights Advisement Memorandum (see **Attachment 6**). The MEO office includes the rights advisement memorandum as an attachment to the clarification report (see **Attachment 6**).

**5.7. MEO Complaint Clarification Processing Requirements.**

5.7.1. Process sexual harassment complaint clarifications within 14 duty-days in accordance with the schedule in 10 USC 1561 (See paragraph **5.10.**).

5.7.1.1. Allow six duty-days for MEO staff to conduct the complaint clarification.

5.7.1.2. Allow four duty-days for legal sufficiency review. SJA will conduct a legal sufficiency review on all cases. Upon completion of the review, check the box notating whether SJA does or does not concur with the findings of the clarification report. SJA will provide the MEO office with a Legal Sufficiency Review Memorandum on whether a preponderance of credible evidence supports a violation of the MEO policy.

5.7.1.3. Allow four duty-days for the commander to provide the MEO office a description of corrective actions. If the commander provides intended corrective actions, follow-up in 30 calendar days. If the intended action differs from final action, document those changes on AF IMT 1587 and any subsequent reports when applicable.

5.7.2. Process all unlawful discrimination complaint clarifications within 20 duty days:

5.7.2.1. Nine duty-days for MEO staff to conduct the complaint clarification.

5.7.2.2. Six duty-days for legal sufficiency review. SJA will conduct a legal sufficiency review on all cases. Upon completion of the review, check the box notating whether SJA does or does not concur with the findings of the clarification report. SJA will provide the MEO office with a Legal Sufficiency Review Memorandum on whether a preponderance of credible evidence supports a violation of the MEO policy.

5.7.2.3. Five duty-days for the commander to provide the MEO office a description of corrective actions. If the commander provides intended corrective actions, follow-up in 30 calendar days. If the intended action differs from final action, document those changes on AF IMT 1587 and any subsequent reports when applicable.

5.7.3. The MEO office will advise complainant of status every 5 duty-days.

**5.8. Requesting Extensions.**

5.8.1. The Chief, MEO may grant extensions in 5 duty-day increments to the MEO office, SJA and alleged offender's commander.

5.8.2. The agency needing an extension must contact the Chief, MEO verbally or through memorandum. The MEO office will document the basis for the extension on AF IMT 1587, Block 20 and brief the complainant.

5.8.3. If the case is not complete after the 20 day complaint clarification standard has expired, the Chief, MEO will apprise the IC every 14 duty-days of the status of the case and of all additional and subsequent requests for extensions.

**5.9. Resolving Differences Over MEO Complaints.** When MEO and SJA disagree over whether or not a violation of unlawful discrimination or sexual harassment has occurred, the MEO office will forward the case to the IC who will make the final determination concerning the MEO violation. An MEO specialist will advise all commanders involved and document on the AF IMT 1587 (Block 20) when they forwarded the MEO case file to the IC for final disposition or determination of a violation. ***NOTE***: The MEO specialist must document all actions on AF IMT 1587, Block 20.

**5.10. Formal Sexual Harassment Complaints and Investigations, Title 10, United States Code, Section 1561 Guidelines.**

5.10.1. These provisions apply to processing formal complaints of sexual harassment filed by ***active duty military personnel*** only.

5.10.2. Within 72 hours after the receipt of a formal complaint of sexual harassment, the MEO office completes the following actions:

5.10.2.1. The installation commander may direct a MEO complaint clarification, or an IG investigation into the case. The MEO complaint clarification is the preferred method to resolve complaints under Section 1561. A CDI or IG investigation may be appropriate for allegations involving sexual harassment combined with other forms of misconduct.

5.10.2.2. The MEO office will forward a synopsis of each MEO formal sexual harassment case to the General Court Martial Convening Authority (GCMCA) through the IC. Typically, the GCMCA is the Numbered Air Force Commander or equivalent.

5.10.2.2.1. Each GCMCA may designate a responsible official as the OPR to receive these cases. When appointed, the responsible official must ensure each case is reviewed by the GCMCA.

5.10.3. Initial and Follow-on Reports.

5.10.3.1. Initial and follow-on reports will contain a case synopsis that must be specific and outline each allegation of sexual harassment.

5.10.3.2. Initial and follow-on reports will not contain the identities of the complainant(s) or alleged offender(s).

5.10.4. Final Reports

5.10.4.1. Upon completion of the complaint clarification or investigation, the IC will submit a final report of the results to the GCMCA. The report will include the following:

5.10.4.1.1. Findings, showing whether allegations were substantiated or unsubstantiated. If substantiated, describe corrective and/or disciplinary actions taken.

5.10.4.1.2. The identities of the complainant(s) and offender(s) in substantiated cases.

5.10.4.2. For IG investigations, the IG or the investigating officer will notify the MEO office of the results of the investigation and prepare the final report to the GCMCA.

5.10.5. The GCMCA will forward the final report to the MAJCOM MEO representative.

5.10.6. Section 1561 Complaint Clarification/Investigation Timelines:

5.10.6.1. The MEO office must complete the complaint clarification within 14 duty-days.

5.10.6.2. The MEO office must submit a final report to the GCMCA within 20 duty-days after receipt of the complaint.

5.10.6.3. When the MEO office cannot meet the above standards, the IC will submit a progress report to the GCMCA within 20 duty-days after receipt of the complaint and every 14 duty-days thereafter, until submission of the final report.

5.10.6.3.1. Progress reports will include reasons for delay and estimated completion date.

5.10.6.4. The IC must approve all extensions beyond the time standards specified above.

5.10.7. Senior Official Cases:

5.10.7.1. All sexual harassment complaints made in IG channels, except senior official complaints, will be immediately referred to the local MEO office.

5.10.7.2. Complaints against senior officials and senior installation commanders will be handled through IG channels and reported through SAF/IGS channels.

**5.11. Air Force Sexual Harassment/Unlawful Discrimination Hotline Complaints Referred to MEO Office for Clarification.**

5.11.1. The Air Force Sexual harassment/Unlawful Discrimination Hotline is operated by HQ AFPC/DPSFOS. Hotline Complaints will be forwarded to the respective IC for which the case pertains, with an information copy to the respective MAJCOM.

5.11.2. The IC may forward the Hotline complaint to the MEO office for clarification or may conduct a CDI.

5.11.3. When required, the MEO office will conduct a complaint clarification on all allegations of unlawful discrimination or sexual harassment. The MEO office will only clarify those allegations in the Hotline complaint that fall under the MEO purview.

5.11.4. The MEO office will review Hotline referral complaints and frame each allegation in block 13 of the AF IMT 1587 prior to starting the clarification. When needed, the MEO office will interview the Hotline complainant to clarify allegation(s) initially provided in the Hotline complaint.

5.11.5. The MEO office will conduct a clarification according to the procedures as prescribed in paragraphs **5.4.** through **5.7.** and paragraph **5.9.** of this instruction.

5.11.6. The MEO office will document these complaints on AF IMTs 1587.

5.11.7. The signature of the complainant is not required.

5.11.8. The MEO office will forward the complaint clarification through the IC to the MAJCOM Assistant for MEO.

5.11.9. The MAJCOM Assistant for MEO will review the clarification and forward the clarification to HQ AFPC/DPSFOS through the MAJCOM chain of command as prescribed by MAJCOM procedures. At a minimum, the MAJCOM/DP must be the final approving official for Hotline complaints.

5.11.10. The MEO office will maintain a copy of the Hotline complaint along with complaint clarification and legal sufficiency review utilizing the disposition directions found in AF Records Disposition Schedule.

5.11.11. The MEO office will document this information on the AF IMT 1587. Block 12 "AREA" will state "AF Hotline Complaint." The beginning comment in block 13 will state, "AF Sexual Harassment/Unlawful Discrimination Hotline Complaint, Case File: [enter case file number]". Block 20 will state "Completed clarification and forwarded to MAJCOM". The rest of the AF IMT 1587 will be completed as state paragraph **5.2.**

**5.12. Allegations Referred to the MEO Office from the IG.**

5.12.1. The MEO office will conduct a clarification on allegations of unlawful discrimination or sexual harassment referred from the IG. The MEO office will only clarify those allegations that fall under the MEO purview.

5.12.2. The MEO office will document these complaints on AF IMT 1587, code the case "FC" and complete the IMT, to include complainant's name and demographics. ***NOTE***: *Signature of the complainant is not required.*

5.12.3. The MEO office will frame each allegation in Block 13, of AF IMT 1587. The MEO office will interview the complainant to clarify allegation(s) initially provided in the IG complaint.

5.12.4. The MEO office will forward the completed clarification report to SJA for legal sufficiency review and then to the IG for further processing. The MEO office will annotate any delays in the MEO complaint processing timelines in Block 20, AF IMT 1587. Once the IG investigation is completed, the IG must forward a summary of action(s) taken regarding MEO violations to the MEO office for final disposition. The IG will outbrief the complainant.

**5.13. Procedures Involving Joint Service and DoD Activities.**

5.13.1. All Joint Service/Combined Service and DoD activities that include Air Force members operate MEO programs that comply with the guidelines of DoD Directive 1350.2 paragraph **6.3.** and this instruction, and reflect the standards, values and principles of existing Service programs, resources and counseling programs.

5.13.2. The Air Force will establish a memorandum of agreement with each agency or the host military Service responsible for implementing and administering MEO programs.

5.13.3. The MEO office will encourage military personnel from all Services to resolve cases informally at the lowest level in the chain of command.

5.13.4. The MEO office will afford individuals from other Services the opportunity to use their Service's MEO complaint and counseling systems.

5.13.5. When feasible, DoD and Joint Service agencies will establish and appoint a DEOMI qualified MEO specialist to assist in the MEO complaint process and prepare initial reports for the commanders' review and disposition.

5.13.6. The Commander and the MEO staff will publicize, display and ensure understanding and execution of all pertinent DoD and Service MEO policies and programs throughout the organization.

5.13.7. When handling allegations of unlawful discrimination at the informal level, the MEO specialist must follow-up with the complainant within 5 duty-days. If an informal resolution has not been accomplished, the host Service or agency will advise the complainant on his/her option to file a formal MEO complaint with the host MEO office. The complainant may also opt to refer his/her complaint to the individual's Service MEO office for processing.

5.13.8. Joint Service Equal Opportunity Incident Notification Procedures:

5.13.8.1. Develop guidance to ensure current procedures regarding Joint Service notification are provided to the "Operations Center/Command Post to notify Joint Service Commanders and Defense Agency Chief's when members of their organizations/units are involved in Equal Opportunity and Treatment Incidents (EOTI's). Follow Guidance outlined in **Chapter 7**.

5.13.8.2. Ensure the incident notification message provides detailed information identifying the incident participants, location of the incident, and unit of assignment. Ensure the message is forwarded to the appropriate Joint Service/Component Commander, or Defense Agency Chief for information and necessary corrective action.

5.13.8.3. The Installation/Theater Commander makes the final determination on the classification of the incident and approves release of the notification message.

**5.14. MEO Complaints Involving Air National Guard (ANG) Personnel During Active Duty.**

5.14.1. Follow the complaint clarification procedures in this instruction for members on active duty including active duty training and active duty special work under Title 10, U.S.C., Section 12301. ***NOTE***: Prior to the MEO specialist processing an MEO complaint for an ANG member, coordinate with the member's parent ANG MEO representative. The specific title or law under which an ANG member is serving dictates the applicable service the MEO office may provide.

5.14.2. ANG personnel may file a complaint based on unlawful discrimination or sexual harassment that occurred while they were on Federal active duty even after their release from active duty.

5.14.3. The time limit required for submission of complaints is dictated by the specific title or law under which an ANG member is serving at the time the alleged MEO policy violation occurred. Complaints that are filed should first be routed to the individual ANG member's State Equal Employment Manager (SEEM). Document the complaint on AF IMT 1587.

5.14.4. The SEEM forwards the case to the active duty MAJCOM assistant for MEO or IC with a copy to NGB-EO.

5.14.5. After the complaint clarification process is complete, the MAJCOM or IC notifies the complainant, the Adjutant General of the complainant's state and NGB-EO of the outcome and whether unlawful discrimination was substantiated.

5.14.6. Complaints Outside of Active Duty. When not on active duty, ANG personnel follow the complaint procedures of NGR 600-22/ANGI 36-3.

**5.15. MEO Complaints Involving Air Force Reserve Command (AFRC) Personnel.**

5.15.1. Complaints filed by Air Force Reserve Personnel during Active Duty Military Status. Follow the MEO complaint procedures outlined in this instruction for members on active duty, including active duty training and active duty work under Title 10, U.S.C and for members who are Air Guard and Reserve (AGR).

5.15.2. The MEO office must refer concerns by Air Reserve Technicians and AGR under State regulations (SEEM) under Title 32, U.S.C. involving allegations of unlawful discrimination or sexual harassment to EEO for resolution regardless of the status of the alleged offender.

5.15.3. Air Force Reserve personnel may file an MEO complaint based on unlawful discrimination or sexual harassment that occurred while on Federal active duty, even after their release from active duty.

5.15.3.1. Complainants must file allegations of unlawful discrimination, including sexual harassment, with the MEO office within 180 days of occurrence or six (6) Unit Training Assemblies (UTA). The IC may waive the time limit for good cause based on a memorandum with sufficient justification provided by the member and submitted through the MEO office.

5.15.4. Prior to filing a formal complaint with an active duty MEO office, Reserve personnel will coordinate/consult with the AF Reserve MEO office to ensure the complaint is processed with the component responsible for handling the case.

5.15.5. Timelines for Processing Complaint Clarifications.

5.15.5.1. Process all complaint clarifications within 4 UTAs.

5.15.5.1.1. 2 UTAs for MEO staff to conduct the complaint clarification.

5.15.5.1.2. 1 UTA for legal sufficiency review.

5.15.5.1.3. 1 UTA for the commander to provide corrective action(s) or intended actions.

5.15.6. Requesting Extensions. The Chief, MEO may grant extensions of no more than 3 UTAs.

5.15.6.1. The agency needing an extension must contact the Chief, MEO and request the extension. The agency may request extensions verbally or through memorandum. The MEO office will document the basis for the extension on AF IMT 1587, Block 20 and brief the complainant.

5.15.7. The MEO office will apprise the Reserve wing commander of the current status of the case during each UTA.

5.15.8. Appeal Channels:

5.15.8.1. At AFRC bases, the wing commander is the appeal authority for installation level complaints. Cases may be appealed to the MAJCOM/CV and SAF/MRB IAW **Chapter 6**.

5.15.8.2. Members dissatisfied with the action on their appeal will have 2 UTAs from receipt of an appeal determination to complete their appeal to the next appeal channel or level of command.

5.15.9. Follow-up. The MEO office will follow-up with the complainant within 2 UTAs to determine if unlawful discrimination/sexual harassment has ceased or if they have experienced reprisal as a result of filing a complaint and document on AF IMT 1587, accordingly.

**5.16. Disposition.** The MEO office will maintain formal complaint case files for a 2-year period IAW with AF Records Disposition Schedule, table 36-1, rule 12.

# Chapter 6

## REFERRALS, REPRISALS, AND APPEALS

### 6.1. Immediate Referrals.

6.1.1. The MEO office must immediately refer all allegations of suspected criminal activity, such as assault, sexual assault, indecent exposure, obscene telephone calls, rape, child abuse, molestation or incest to OSI or SF and document on AF IMT 1271.

6.1.2. The MEO office must immediately refer all allegations of homosexual conduct or perceived or alleged harassment based on sexual orientation to the alleged offender's military commander for action. See AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*, attachment 2 and AFI 36-3208*, Administrative Separation of Airmen*, attachment 4. Such issues are not within the authority of the Air Force MEO Program. The MEO office must document these issues on AF IMT 1271.

6.1.3. The MEO office must immediately refer all allegations of unlawful discrimination or sexual harassment filed by DoD Civilians to the installation EEO manager (see paragraph **3.19.**). Document on AF IMT 1587 (Referral).

### 6.2. Referral Complaints.

6.2.1. A referral complaint is a complaint in which the type of allegations do not fall under the "authority or scope" of the MEO office. The scope of the complaint is outside the authority of the MEO office and as such, the MEO office is not authorized to conduct a complaint clarification (e.g. complaints against senior officials, AF policies or directives, AAFES or DECA employees, etc.).

6.2.2. The MEO office will complete an AF IMT 1587 on referral complaints and forward the case to the referral agency.

6.2.3. Apprise the complainant of the need for the referral and document the basis for the referral and specifics of the allegations on AF IMT 1587.

6.2.4. Schedule an appointment for the complainant with the referral agency to address the issue after the case has been forwarded to the agency.

6.2.5. The MEO office will attach the AF IMT 1587 to the referral memorandum and forward to the appropriate agency. The Installation Commander will sign all referral letters.

6.2.6. The MEO office will follow-up with the referral agency every 30-calendar days until final disposition is rendered. Once complete, document the results in Block 20, AF IMT 1587, and close the case.

6.2.7. If the complainant is not satisfied with the final disposition of the case rendered by another agency, advise him/her they must use the grievance/complaint channel(s) of the system the complaint was processed in and document the advice on AF IMT 1587.

### 6.3. Complaints Involving Colonels, Colonels Select, Wing Commanders, Wing Vice Commanders, Senior Officials and MEO Personnel.

6.3.1. The MEO office will immediately notify the IC of MEO complaints against O-6/O-6 selects. The IC must notify MAJCOM/IGQ and SAF/IGQ of MEO complaints against O-6/O-6 selects. The MEO office will conduct a complaint clarification and forward the clarification report, legal sufficiency review and a copy of any command actions to SAF/IGQ IAW AFI 90-301. The MEO office will brief the complainant on processing procedures for complaints involving O-6/O-6 selects during the initial interview.

6.3.2. The MEO office must coordinate with the MAJCOM Assistant for MEO prior to determining processing procedures for allegations against a wing commander or vice commander. The MAJCOM Assistant for MEO, in conjunction with the MAJCOM/DP/IG/JA, will determine the complaint process (e.g., MEO complaint clarification or CDI) to address the complaint. If a CDI is initiated, the MAJCOM Assistant for MEO will designate an SME from another MEO office within the MAJCOM.

6.3.3. There are special reporting requirements when an individual desires to file an MEO complaint against a senior official. The MEO office will immediately notify and refer all MEO complaints involving senior officials to SAF/IGS IAW paragraph 1.26 and 1.27 and figure 1.1 of AFI 90-301 (see also **Table 6.1.**, rule 5 of this instruction). The MEO office will forward a referral memorandum and an "RC" coded AF IMT 1587 with framed allegations and complainant's signature to the IG. The MEO office will brief complainants on the referral process during the initial interview. ***NOTE:*** The MEO office will not conduct a complaint clarification on complaints involving senior officials.

6.3.4. The MEO office must brief the MAJCOM Assistant for MEO when an MEO complaint is filed against an MEO staff member. The MAJCOM Assistant for MEO will determine if the clarification should be completed by another MEO staff in the MAJCOM.

**6.4. MEO Complaints That Involve Other Air Force MAJCOMs, FOAs, DRUs or Other Services or Defense Agencies.**

6.4.1. The MEO office must coordinate and receive approval through their MAJCOM Assistant for MEO on all MEO complaint clarifications that require the assistance of another installation's MEO office (either within or outside the host MAJCOM/FOA/DRU).

6.4.1.1. The complainant's host MEO office will forward a request for assistance to their MAJCOM Assistant for MEO for review and approval. The request for assistance must include the name, grade and unit of all personnel the assisting MEO office should interview, proposed interview questions and a copy of the AF IMT 1587 outlining the allegations of unlawful discrimination or sexual harassment. The MAJCOM assistant for MEO will forward the case to the appropriate base or MAJCOM/FOA/DRU.

6.4.1.2. The assisting MEO office will document all actions taken during their involvement in the complaint clarification process in Block 20 of the AF IMT 1587. Once the requested actions are complete, the assisting office will forward the information to their MAJCOM, who will review and forward the information back to the referring MAJCOM. The referring MAJCOM will then forward the information to the host MEO office to resume case processing/closure.

6.4.1.3. The complainant's host SJA will conduct the legal sufficiency review.

6.4.2. When complaints are outside the authority of the MEO office and involve other bases or MAJCOMs/FOAs/DRUs/Other Services or Defense Agencies, the MEO office will forward the referral complaint and a referral memorandum to their MAJCOM Assistant for MEO (see **Attachment 8** of this instruction). The MEO office will process all subsequent case coordination as discussed in para-

graph **6.4.1.** above. The host MEO office will brief the complainant on the final outcome (if possible) of the complaint, complete the appropriate blocks on AF IMT 1587 and close the case.

**6.5. Military Equal Opportunity Appeal Process.**

6.5.1. Informal MEO Complaint Appeals.

6.5.1.1. The sole mechanism to appeal the disposition of an informal complaint of unlawful discrimination or sexual harassment is to file a formal MEO complaint. Complainants and offenders must file their formal complaint (as an appeal) within 30 calendar-days after closure of the informal complaint. The IC may waive the 30 calendar-day time limit for good cause based on a memorandum with sufficient justification provided by the member and submitted through the MEO office.

6.5.2. Formal MEO Complaint Appeals.

6.5.2.1. General guidelines.

6.5.2.1.1. Retirees and military family members may not appeal the findings of a formal complaint.

6.5.2.1.2. Active duty complainants may appeal unsubstantiated findings; offenders may appeal substantiated findings.

6.5.2.1.3. Complainants and offenders must submit appeals through the MEO office within 30 calendar days after notification of the result of the case. The IC may approve the processing of an appeal submitted more than 30 calendar days after notification.

6.5.2.1.4. The MEO appeal process is not applicable to command action rendered under the UCMJ or any administrative process as a result of a substantiated complaint. When a commander initiates or has previously initiated action under the UCMJ or administrative process, that action takes precedence over any ongoing or contemplated appeal. In such circumstances, the applicable UCMJ or administrative appellate processes are the exclusive method of appeal of the UCMJ or administrative action. Commanders are not required to withhold command action while an MEO appeal is pending.

6.5.2.1.5. All appeals must be in writing and will contain no more than three single-spaced typewritten pages. The appellant may attach supporting documents to the written appeal.

6.5.2.2. *Installation commanders, MAJCOM/CVs, and SAF/MRB are authorized to render decisions on appeals that involve MEO formal complaints. SAF/MRB (The Personnel Council) is the final review and appeal level for formal MEO complaints. Send appeals to SAF/MBR through AF/DP. Appellants must submit appeals through the local MEO office to the lowest level of command authorized to decide the appeal, e.g. to the IC for appeals of installation-level cases.* ***NOTE:*** *The IC is not disqualified from acting on an appeal by making a determination on resolving differences under paragraph* ***5.9.***

6.5.2.3. The MEO office will ensure the appeal authority receives a complete copy of the MEO case file, the written appeal, the legal review and an evaluation by the Chief, MEO of any new evidence presented in the appeal.

6.5.2.4. The appeal authority will base all decisions on appeals on the MEO case file and any additional written matters submitted with the appeal. The appeal authority may sustain or overrule any finding below or remand the matter for further fact finding.

6.5.2.5. Appeal authorities will issue written determinations briefly reporting the action taken on the appeal. The MEO office will deliver the written appeal decision to the appellant and maintain a copy of the findings in the case file. If an appeal results in the appeal authority referring the case for further fact finding, the MEO office will apprise the member who filed the appeal of this fact and inform them of the anticipated date of further action.

6.5.2.6. Members dissatisfied with the action on their appeal have 30 calendar days from receipt of an appeal determination to appeal to the next higher level. Appellants will submit their appeals to the next higher level through the local MEO office. The appellate authority may waive the 30-calendar-day time limit for good cause based on a memorandum with sufficient justification provided by the member and submitted through the MEO office.

6.5.2.7. Record the results of all formal complaint appeals in the remarks section of the subsequent AF IMT 3018.

6.5.3. For MEO complaints that resulted in an IG investigation, the complainant and alleged offender may only appeal through the IG appeal process. The IG will inform the MEO office on the final determination of the appeal.

6.5.4. Complainants, offenders or alleged offenders may not use the IG system simply because they are dissatisfied with the outcome of an MEO case. The IG system is not an available channel of review unless there was an abuse or mishandling of the established process for appealing formal MEO complaints of discrimination. ***NOTE***: The MEO office must document all process actions and final results on AF IMT 1587.

6.5.5. Active duty Air Force members who separate or retire from the Air Force may not appeal a formal complaint.

6.5.6. Complainants, offenders or alleged offenders in “commander worked complaints” and CDIs that are reported to MEO and documented on the AF IMT 1587-1 do not have appeal rights under this AFI.

**6.6. Reprisals.** The MEO office will immediately refer any military member who claims to have been subjected to reprisal for having made a protected communication, including an informal or formal MEO complaint, to the installation IG.

6.6.1. To deal effectively with reprisals in the Reserve and ANG, the MEO office will extend follow-up on unlawful discrimination and sexual harassment cases to 1 year following conflict resolution.

**Table 6.1. MEO Complaint Processing Responsibilities.**

| RULE | If the complainant | Then |
|---|---|---|
| **1** | Alleges criminal activity such as assault, sexual assault, rape, indecent exposure, obscene phone calls or child abuse. | Immediately coordinate the allegation of criminal activity with the servicing Staff Judge Advocate and refer the complainant, as appropriate (see notes 1 and 2). |
| **2** | Alleges homosexual conduct by an active duty military member or harassment based on sexual orientation. | Immediately refer the complainant to the subject's military commander for action under AFI 36-3206, attachment 2 or AFI 36-3208, attachment 4 (see note 1). |
| **3** | Alleges unlawful discrimination or sexual harassment and the complainant is within the purview of MEO and not restricted by another rule and elects to file a formal complaint. | Inform the complainant/alleged offender's commanders, consult SJA and conduct a complaint clarification. The alleged offender's commander will notify him/her of the allegations. Protect the complainant's identity to the greatest extent possible. Document on AF IMT 1587. |
| **4** | Is referred by the commander. | Advise the complainant of his/her option to file a formal or informal MEO complaint. |
| **5** | Alleges unlawful discrimination or sexual harassment against a senior official. | Document allegations on AF IMT 1587, and refer to the IG (see note 3 and para **6.3.3.**). |
| **6** | Alleges unlawful discrimination or sexual harassment against an Air Force or subordinate command-level policy or directive ("Institutional discrimination"). | Document allegations on AF IMT 1587 and refer the case immediately to HQ USAF/DPPFH via the MAJCOM Assistant for MEO (see note 3). If the case involves subordinate command-level policy, the MAJCOM or agency will review the policy before forwarding to HQ USAF/DPPFH. |
| **7** | Alleges unlawful discrimination or sexual harassment against an off-base establishment other than a landlord or realtor. | Prior to accepting complaint coordinate with MAJCOM Assistant for MEO to determine processing procedure. Request review by SJA and IC. Consider the impact on Status of Forces Agreement in foreign countries. Work through the base community council or Armed Forces Disciplinary Control Board, if appropriate. Document all formal complaints of unlawful discrimination on AF IMT 1587(see note 3). |

| RULE | If the complainant | Then |
|---|---|---|
| **8** | Submits allegations more than 60 calendar days after the alleged offense occurred and desires to file a formal complaint. | Complainant provides justification memo to the MEO office. Forward the memo with a recommendation from the Chief, MEO to the IC for approval before accepting the complaint. |
| **9** | Is a third party who is not a victim of the alleged EOT violations. | Document concern on AF IMT 1271. Then contact the alleged victim to determine if they want to file a complaint. |
| **10** | Is a family member or retiree and the allegation is unlawful discrimination or sexual harassment related to their employment. | Document on AF IMT 1587 and refer to the appropriate agency for resolution (referral complaint, see note 3). |
| **11** | Is a civil service employee and the complaint is related to his or her civil service position. | Document on AF IMT 1587 and refer the complainant to installation EEO manager for processing (referral complaint, see note 3). |
| **12** | Submits Air Force Sexual Harassment/Unlawful discrimination Hotline Complaint that falls within the MEO purview. | Conduct a complaint clarification, forward to SJA for review and to the IC for further processing IAW para **5.11.** Document on AF IMT 1587. |

***NOTES:***

1. Such cases are not within the purview of the MEO Program. The MEO specialist must document such concerns on AF IMT 1271.
2. Consultation with the SJA is required before interviewing any military member or individual reasonably suspected of committing a criminal offense. (Refer to paragraph **5.6.** for guidance).
3. Referral complaints will include a referral memorandum with an attached AF IMT 1587. The referral memorandum will include instructions for completing complaint processing procedures for referral complaints.

# Chapter 7

## EQUAL OPPORTUNITY AND TREATMENT INCIDENTS

### 7.1. EOT Incidents (EOTI).

7.1.1. Definition: An EOTI is an overt, adverse act, occurring on or off base, directed toward an individual, group or institution which is motivated by, or has overtones based on race, color, national origin, religion or sex which has the potential to have a negative impact on the installation human relation climate. An EOTI may include subjects other than military members, retirees, or family members.

7.1.1.1. Incidents motivated by race, color, national origin, religion or sex are those in which the race, color, national origin, religion, or sex of those involved is perceived to have been a primary factor in its occurrence.

7.1.1.2. Incidents with overtones occur when race, color, national origin, religion or sex of those involved is perceived to have been a contributing factor in the occurrence or severity of the incident.

7.1.2. Incidents may include, but are not limited to, the following elements: The use of a slur(s) based on race, color, national origin, religion or sex, vandalism/degrading graffiti, hate group activity, discriminatory epithets, signs or symbols. Sex offenses and other crimes are not EOTIs merely because the individuals are of different sexes, races, etc. The MEO office must not report sexual offenses, to include sexual assaults, indecent exposure, obscene telephone calls, rape, child abuse, molestation or incest, as EOTIs. The MEO office will report sexual offenses and other alleged crimes to SF or OSI for investigation and reporting through their systems.

7.1.3. Classifying incidents. The MEO office will classify EOTIs as either a minor, serious or major incident based on the following criteria:

7.1.3.1. Minor incidents include any of the following: Less than 10 active participants, assault, an act resulting in minor physical injury requiring no medical inpatient treatment or property damages of less than $1,000.

7.1.3.2. Serious incidents include any of the following: 10 to 20 active participants, assault, an act resulting in physical injuries requiring medical inpatient treatment of less than 5 days or property damages of $1,000 to $10,000.

7.1.3.3. Major incidents include any of the following: more than 20 active participants; an act that results in a death; arson; property damages in excess of $10,000; an act resulting in physical injuries requiring medical inpatient treatment for more than 5 days; or the activities of groups supporting supremacist causes, advocating unlawful discrimination, or otherwise advocating the use or threat of force or violence to deprive individuals of their civil rights when such activities constitute an immediate danger to the loyalty, good order and discipline or morale of Air Force personnel.

7.1.3.4. The MEO office will use the most severe qualifying factor to determine the classification of an incident. An example is, if an incident occurs involving three active participants and resulted in death, the MEO office would classify the incident as major and not minor. The MEO office will also report incidents that do not meet the specific criteria listed but could affect the local human

relations climate or could result in adverse media coverage affecting the Air Force (see **Attachment 9**).

7.1.3.5. When an incident occurs that falls within the criteria above for a minor or serious EOTI but may have a significant adverse effect on the installation HRC (i.e. adverse media coverage, off-base demonstrations, etc.), the MEO office may recommend the IC classify the EOTI as serious or major. Conversely, when an incident occurs that falls within the criteria above for a serious or major EOTI, but has very little or no adverse effect on the installation HRC, in some rare instances, the MEO office may recommend the IC classify the EOTI as minor or serious.

**7.2. Numbering EOTIs.**

7.2.1. The MEO office will assign each EOTI a case number. The EOTI case number consists of two elements: the two-letter base MPF code and the EOTI case file number.

7.2.1.1. Two Letter MPF code. Every Air Force base has a two-letter MPF code. This is the same two-letter code used when updating personnel records in the PDS (e.g., "FC" = Fairchild AFB, "RJ" = Randolph AFB).

7.2.1.2. Case File Number. The case file number consists of the last two digits of the calendar year (e.g., 99 = 1999, 00 = 2000, etc.) followed by the sequence of the EOTI (01, 02, etc., with numbers reverting back to 01 at the beginning of every calendar year.

7.2.1.3. Examples: FC-01-03 = an EOTI from Fairchild AFB which occurred in CY 2001 and was the third EOTI of the year; RJ-00-01 = an EOTI from Randolph AFB which occurred in CY 2000, the first EOTI of the year.

7.2.2. The MEO office will include case numbers on all correspondence to higher headquarters referencing an EOTI, to include all formal reporting procedures (see paragraph **7.3.** below).

**7.3. Higher Headquarters Reporting Requirements.**

7.3.1. Minor and Serious Incidents. The MEO office will report all minor and serious incidents to the MAJCOM Assistant for MEO with information copies to HQ USAF/DPPFH and HQ AFPC/DPSFOS within 72 hours after notification (see **Attachment 9**). The MEO office must forward follow-up notifications every 30 calendar-days until final action is taken.

7.3.2. Major Incidents. Report incidents categorized as major through the Event/Incident Reports (OPREP-3), RCS: HAF-XOO (AR) 7118; JCS Publication 6 volume II, part 3; JCS Publication 25; and AFMAN 10-206.

7.3.3. In addition to the OPREP-3 Report, the MEO office will report incidents categorized as major by priority message to MAJCOM Assistants for MEO within 24 hours of notification. The MEO office must forward information copies to HQ USAF/DPPFH and HQ AFPC/DPSFOS.

7.3.3.1. Follow-up and Final Notification. Send follow-up and final notifications to the MAJCOM Assistant for MEO, HQ USAF/DPPFH and HQ AFPC/DPSFOS every 30 calendar-days until final action is taken. The final notification will include all information previously reported in the initial notification, along with any new information gathered. ***NOTE***: When the MEO office cannot make an exact determination, they will report those incidents as "possible" incidents. Except for instances that involve physical injury, arson or death, the MEO office may use some latitude in the classification of an incident. The commander's judgment regarding the overall significance of the

incident may influence the classification. The MEO office must record each incident that closes during a reporting period on AF IMT 3018.

7.3.3.2. When EOTIs involve subjects assigned to a tenant organization, the host MEO office will forward information copies of initial, follow-up and final notifications to the tenant MAJCOM Assistant for MEO.

**7.4. Incident Clarification.**

7.4.1. The purpose of the EOTI clarification is to gather information to determine whether an incident involved violations of MEO policy and, if appropriate, classify the incident. The Chief, MEO and the MEO staff respond to and clarify all potential EOTIs.

7.4.2. With the concurrence of the IC, the Chief, MEO classifies the incident according to the criteria listed in paragraph **7.1.3.**

7.4.3. The EOTI clarification process determines the facts and causes of the incident, develops recommendations for the IC concerning the classification of the incident and corrective action taken and assesses the severity of the incident and its impact on morale, good order, discipline and unit effectiveness.

7.4.3.1. The clarification may include information from other investigative agencies.

7.4.3.2. The clarification may require interviewing or taking statements from persons (potential witnesses and alleged offenders) who may have information relevant to the incident. Do not interview military members represented by the ADC or civilian counsel without the consent of counsel and comply with rights advisement requirements for unrepresented members.

7.4.3.2.1. If, during the incident clarification, a witness makes an incriminating statement, stop the interview, brief the Chief of MEO, and contact SJA and member's commander for further guidance.

7.4.3.3. The MEO office must coordinate the clarification with SJA and have IC approval before conducting interviews involving members assigned to other branches of the Armed Forces and with off-base civilians.

7.4.3.4. MEO personnel will avoid overlapping or interfering with on-going investigations conducted by other agencies. Consult with law enforcement agencies or others who are investigating the incident and work as subject matter expert if possible. Law enforcement investigations have priority over EOTI clarifications.

7.4.4. The MEO incident clarification is not complete until legal sufficiency review has been accomplished. The IC will make the final determination on the classification and release of the final notification.

7.4.5. See **Attachment 10** for a sample EOTI Clarification Report.

# Chapter 8

# ACCOMMODATION OF RELIGIOUS PRACTICES

## 8.1. Religious Accommodation.

8.1.1. Religious accommodation is based on the constitutional right of the free exercise of religion in accordance with DoDD 1300.17.

8.1.2. Commanders will approve requests for accommodation of religious practices when accommodation will not have an adverse impact on military readiness, unit cohesion, standards or discipline.

8.1.3. Commanders should respect the religious beliefs and practices of all Air Force members in a manner that is consistent and fair to all.

8.1.4. Support of religious accommodation practices does not necessarily reflect agreement or belief in such practices by a commander, chaplain, unit or the Air Force.

## 8.2. General Guidelines of Accommodation.

8.2.1. These guidelines do not require a specific form of religious accommodation.

8.2.2. The lowest level of command will decide how to accommodate religious practices such as worship opportunities, dietary practices, and Sabbath observance.

8.2.2.1. For cases involving religious apparel, see AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, table 2.8, *Religious Apparel Waivers*.

8.2.2.2. For cases involving immunizations, see AFJI 48-110, *Immunizations and Chemoprophylaxis*, paragraph 13.5.

8.2.3. As a matter of command discretion, commanders will not usually schedule training exercises on major religious holy days. Commanders will consider such factors as the location of training, the threat and the impact on individual or unit readiness, unit cohesion, discipline, health and safety standards in scheduling training.

8.2.4. Commanders and supervisors cannot guarantee accommodation of religious practices. Accommodations are subject to change if circumstances warrant.

## 8.3. General Procedures.

8.3.1. The military member initiates the request for accommodation at the lowest level.

8.3.1.1. Commanders and supervisors may require the requester to submit the request for accommodation in writing.

8.3.2. The requester may seek the advice of a military chaplain.

8.3.3. The senior chaplain serves as advisor to the commander concerning requests for accommodation.

8.3.4. The unit commander will consider the following factors when considering a request for accommodation of religious practices:

8.3.4.1. The importance of military requirements in terms of individual and unit readiness, health and safety, discipline, morale and cohesion.

8.3.4.2. The religious importance of the accommodation to the requester.

8.3.4.3. The cumulative impact of repeated accommodations of a similar nature.

8.3.4.4. Alternative means available to meet the requested accommodation.

8.3.4.5. Previous treatment of the same or similar requests.

8.3.5. Commanders and supervisors may consider other options when the accommodation of religious practices is not in the best interest of the unit and continued conflict between the unit's requirements and the individual's religious practice is apparent. These options include, but are not limited to, reassignment, reclassification and separation.

8.3.6. Commanders may refer unusual or difficult questions about requested accommodations through the chain of command to AF/HC.

**8.4. Information Collections, Records, and Forms/Information Management Tools(IMTs).**

8.4.1. Information Collections. Information collections are created by this publication.

8.4.2. Records. Records are created by this publication.

8.4.3. Forms/IMTs Prescribed.

8.4.3.1. Forms or IMTs Adopted. AF IMT 847, **Recommendation for Change of Publication,** DD Form 1569, and AF IMT 1168, **Statement of Suspect/Witness/Complainant**.

8.4.3.2. IMTs Prescribed. AF IMT 1271, **Record of Assistance**, AF IMT 1587, **Military Equal Opportunity Complaint Summary,** AF IMT 1587-1, **MEO Informal Complaint Summary**, AF IMT 3018, **Equal Opportunity/Human Relations Education Summary,** and AF IMT 3969, **Commander's Unit Climate Assessment Critique**.

Roger A. Brady, Lt General, USAF
DCS/Personnel

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

***References***

Executive Order 9397, *Numbering System for Federal Accounts Relating to Individual Persons*, 22, November 1943

Executive Order 11478, *Equal Employment Opportunity in the Federal Government*, 34 F.R. 12985, August 8, 1969

Title 10, U.S.C., 8013, *Secretary of the Air Force*

Title 42, U.S.C., Section 290 dd-2, *Confidentiality of Records*

DoDD 1300.17, *Accommodation of Religious Practices within the Military Services*, Feb 3, 1988

DoDD 1325.6, *Guidelines for Handling Dissident and Protest Activities Among Members of the Armed Forces*, October 1, 1996

DoDD 1350.2, *Department of Defense Military Equal Opportunity Program*, Aug 18, 1995

DoDD 5400.7, *DoD Freedom of Information Act Program*, May 13, 1988

DoDI 1350.3, *Affirmative Action Planning and Assessment Program*, February 29, 1988

AFMAN 10-206, *Operational Reporting*

AFMAN 36-2108, *Enlisted Classification*

AFPD 36-27, *Social Actions*

AFPD 51-12, *Alternative Dispute Resolution*

AFI 25-201, *Support Agreements Procedures*

AFJI 31-213, *Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations*

AFI 32-1024, *Standard Facility Requirements*

AFI 33-332, *Air Force Privacy Act Program*

AFI 33-360, volume1, *Publications Management Program*

AFI 33-360, volume 2, *Forms Management Program*

AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*

AFI 36-2301, *Professional Military Education*

AFI 36-2406, *Officer and Enlisted Evaluation System*

AFI 36-2626, *Airman Retraining Program*

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*

AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*

AFI 36-3208, *Administrative Separation of Airmen*

AFI 51-903, *Dissident and Protest Activities*

AFI 65-601, Volume 1, *Budget Guidance and Procedures*

AFI 71-101, Volume 1, *Criminal Investigations*

AFI 90-301, *Inspector General Complaints*

AFI 90-401, *Air Force Relations with Congress*

AFJI 48-110, *Immunizations and Chemoprophylaxis*

AFPAM 36-2704, *Military Equal Opportunity Unit Climate Assessment Program*

Air Force Systems Security Instruction 5020*, Remanence Security*

***Abbreviations and Acronyms***

**AAFES—**Army Air Force Exchange Services

**AAP—**Affirmative Action Plan

**ADC—**Area Defense Council

**ADR—**Alternative Dispute Resolution

**AEF—**Aerospace Expeditionary Force

**AETC—**Air Education and Training Command

**AEW—**Aerospace Expeditionary Wing

**AFDCB—**Armed Forces Disciplinary Control Board

**AFOSC—**Air Force Operations Support Center

**AFOSI—**Air Force Office of Special Investigations

**AFPD—**Air Force Policy Directive

**AFRC—**Air Force Reserve Command

**AFSC—**Air Force Specialty Code

**AFSPC—**Air Force Space Command

**AGR—**Air Guard and Reserve

**ANG—**Air National Guard

**CCM—**Command Chief Master Sergeant

**CDI—**Commander Directed Investigation

**CONUS—**Continental United States

**CPF—**Civilian Personnel Flight

**DECA—**Defense Commissary Agency

**DEOC—**Defense Equal Opportunity Council

**DEOMI—**Defense Equal Opportunity Management Institute

**DoD—**Department of Defense

**DRU—**Direct Reporting Unit

**EEO—**Equal Employment Opportunity

**EOT—**Equal Opportunity and Treatment

**EOTI—**Equal Opportunity and Treatment Incident

**EPC—**Educational Programs Cadre

**EPR—**Enlisted Performance Rating

**ETCA—**Education and Training Course Announcement

**FAM—**Functional Account Manager

**FAMNET—**Fast Action Message Network

**FOA—**Field Operating Agency

**FOIA—**Freedom of Information Act

**FORSIZE—**Support Force Sizing Exercise

**FSC—**Family Support Center

**GCMCA—**General Courts Martial Convening Authority

**GSU—**Geographically Separated Unit

**HAF—**Headquarters Air Force

**HMO—**Housing Management Office

**HRC—**Human Relations Climate

**HRE—**Human Relations Education

**HRO—**Housing Referral Office

**IC—**Installation Commander

**IG—**Inspector General

**INTRO—**Individual Newcomer Treatment and Orientation Program

**ICAC—**Installation Climate Assessment Committee

**IO—**Investigating Officer

**KPB—**Key Personnel Briefing

**MAJCOM —**Major Command

**MEO—**Military Equal Opportunity

**MEOA—**Military Equal Opportunity Assessment

**MEOCS—**Military Equal Opportunity Climate Survey

**MEOSCO—**Military Equal Opportunity Support for Contingency Operations

**MISCAP—**Mission Capability Statement

**MPF—**Military Personnel Flight

**NAF—**Non-Appropriated Fund

**NCO—**Noncommissioned Officer

**NEO—**Noncombatant Evacuation Operations

**NGB—**National Guard Bureau

**NGB-EO—**National Guard Bureau Equal Opportunity Division

**OCONUS—**Overseas Continental United States

**OPLAN—**Operational Plan

**OPR—**Office of Primary Responsibility

**OPREP-3—**Operations Event/Incident Reports

**OSI—**Office of Special Investigations

**OTS—**Officer Training School

**PA—**Public Affairs

**PDS—**Personnel Data System

**PME—**Professional Military Education

**ROI—**Report of Investigation

**ROTC—**Reserve Officer Training Corps

**SEEM—**State Equal Employment Manager

**SES—**Senior Executive Service

**SEPM—**Special Emphasis Program Manager

**SJA—**Staff Judge Advocate

**SME—**Subject Matter Expert

**SNCOA—**Senior Noncommissioned Officer Academy

**SOS—**Squadron Officer School

**SF—**Security Forces

**TDY—**Temporary Duty Assignment

**TPFDD—**Time Phase Force Deployment Data

**UCA—**Unit Climate Assessment

**UCMJ—**Uniform Code of Military Justice

**UIF—**Unfavorable Information File

**U.S.C.—**United States Code

**UTA—**Unit Training Assembly

**UTC—**Unit Type Code

***Terms***

**Affirmative Action—**Authorized methods used to achieve the objectives of the MEO program. Processes, activities and systems designed to prevent, identify and eliminate unlawful discriminatory treatment as it affects the recruitment, training, assignment, utilization, promotion and retention of military personnel.

**Anecdotal Comments—**Comments made by interviewees during a UCA interview that describe events experienced. Anecdotal comments are not word for word, but provide a synopsis of an event.

**Appointing Authority—**Any commander at wing level or above or other designated authority authorized to direct an IG investigation.

**Chain of Command (DoD, NATO)—** The succession of commanding officers from a superior to a subordinate through which command is exercised.

**Climate Assessment—**Actions taken to evaluate the human relations climate within any level of command.

**Complainant—**A service member, family member or retiree who submits allegations of unlawful discrimination or sexual harassment.

**Complaint—**An allegation of unlawful discrimination based on race, color, national origin, religion or sex that is within the purview of MEO.

*Formal Complaint*--Allegation of unlawful discrimination or sexual harassment that is submitted in writing by a complainant on AF IMT 1587 to the MEO Office.

*Informal Complaint*--Allegation of unlawful discrimination or sexual harassment, made either orally or in writing to the MEO office by a complainant that is not submitted as a formal complaint. If the complaint is made to the MEO office, it will be recorded on AF IMT 1587-1.

**Complaint Clarification—**A process of gathering information regarding a formal MEO complaint or Hotline Complaint to determine whether a "preponderance of evidence" exists that unlawful discrimination or sexual harassment has occurred.

**Confidentiality—**The legal privilege of a person to refuse to disclose or to prevent any other person from disclosing confidential communications. Complainants and MEO personnel do not have the privilege confidentiality.

**Congressional Inquiries—**Complaints addressed to members of Congress, senators or congressional staff members.

**Discrimination—**The act of discriminating or distinguishing differences.

**Diversity —**Diversity is a performance-based leadership strategy, employed by the Air Force and its leadership to leverage the unique qualities of all of our members. These qualities include, but are not limited to, racial, ethnic, cultural, gender, religious/spiritual, educational, language, problem-solving, life experiences and attitudinal skill sets. In essence, diversity is strategy for achieving mission excellence.

**DoD Military Equal Opportunity (MEO) Program—**The DoD-wide military program of EO that is accomplished through efforts by the DoD components. It provides an environment in which Service members are ensured an opportunity to rise to the highest level of responsibility possible in the military profession, dependent only on merit, fitness and capability.

**EOT Incident (EOTI)—**An overt act, directed toward an individual, group or institution that is motivated by or has overtones of unlawful discrimination on the basis of race, color, national origin, religion or sex.

**EOTI Clarification—**A process of gathering information regarding a possible EOT incident to determine if the incident meets the definition of a minor, serious or major incident and if the incident has negatively affected the base human relations climate. The incident clarification is not complete until the SJA legal sufficiency review has been accomplished and the commander determines the final categorization of the incident.

**Equal Opportunity (EO)—**The right of all persons to participate in and benefit from, programs and activities for which they are qualified. These programs and activities shall be free from social, personal or institutional barriers that prevent people from rising to the highest level of responsibility possible. Commanders and supervisors shall evaluate personnel on individual merit, fitness and capability, regardless of race, color, national origin, religion, or sex.

**Equal Opportunity (EO) Climate Assessment—**Determining the "health" and functioning effectiveness of an organization by examining such factors as morale, teamwork and communication. This is accomplished through some or all of the following: group or individual interviews, observations, surveys, questionnaires and reviews of records and reports.

**Hate Group—**A group that espouses or supports supremacist causes based on race, color, national origin, religion or sex that is not otherwise authorized by law or regulation.

**Human Relations Climate (HRC)—**The prevailing perceptions of individuals concerning interpersonal relationships within their working, living, and social environment.

**Inpatient treatment—**Treatment that requires the patient be admitted to a medical facility for an overnight stay.

**Installation Climate Assessment Committee (ICAC)—**A committee of key base personnel and commanders that reviews semiannual statistics/trends and develops countermeasures to neutralize any areas of concern related to the installation EO/human relations climate.

**Institutional Discrimination—**The action by an institution (or system), through the implementation of policies and procedures that deprives a person or group of a right because of race, color, national origin, religion or sex. Such discrimination may occur covertly, overtly, intentionally or unintentionally.

**Legal Sufficiency Review—**A review of the fact-finding report and associated documents into a MEO formal complaint or EOT Incident to determine whether:

The report complies with all applicable legal and administrative requirements;
The report adequately addresses the matters complained of;
The evidence supports the findings;
The conclusions and recommendations stated are consistent with the findings; and,
Any errors or irregularities exist and, if so, their legal effect, if any.

**Military Equal Opportunity Assessment (MEOA)—**The report to DoD authorities providing an overall assessment of the Air Force's Affirmative Action Plans and equal opportunity programs. It helps authorities plan adjustments to the EOT program and dedicate resources to address EOT programs.

**Military Equal Opportunity Program—**The Air Force name for the DoD EO program.

**National Origin—**An individual's or ancestor's place of origin. Also applies to a person who has the physical, cultural or linguistic characteristics of a national group.

**Preponderance of Evidence—**Evidence which is of greater weight or which is more credible and convincing to the mind than the evidence which is offered in opposition to it; that is, evidence which as a whole shows that the fact sought to be proved is more probable than not. The weight of the evidence supporting a particular fact is not to be determined by the sheer number of witnesses or volume of evidentiary matter presented, but rather by that evidence which best accords with reason and probability. The opportunity for knowledge, information possessed and manner of testifying are all relevant factors in determining the weight to be accorded to the evidence.

**Protected Disclosure (or Protected Communication)—**A lawful communication in which a member of the Armed Forces communicates information the member reasonably believes evidences a violation of law or regulation including sexual harassment or unlawful discrimination, mismanagement, a gross waste of funds, an abuse of authority or a substantial and specific danger to public health or safety, when such communication is made to: A Member of Congress or an Inspector General or any member of a DoD audit, inspection, investigation or law enforcement organization or any other person or organization designated pursuant to component regulations or other established administrative procedures to receive such communications. This includes: IGs, Air Force Fraud Waste and Abuse monitors, MEO personnel and designated individuals of a member's chain of command (see definition for chain of command). Protected disclosure also includes circumstances where the military member was preparing a lawful communication or complaint that was not actually delivered, where the member did not actually communicate or complain but was believed to have done so or cooperated with or otherwise assisted an IG, member of Congress or a member of a DoD audit, inspection, investigation or law enforcement organization by providing information that the military member reasonably believed evidenced wrongdoing.

**Race—**A division of human beings identified by the possession of traits transmissible by descent and that are sufficient to characterize persons possessing these traits as a distinctive human genotype.

**Race and Ethnic Code Definitions (OMB Dir # 15)—**The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting and civil rights compliance reporting are defined as follows:

**American Indian or Alaska Native—**A person having origins in any of the original peoples of North and South America (including Central America), and who maintains travel affiliation or community attachment.

**Asian—**A person having origins in any of the original peoples of the Far East, South East Asia , or the Indian subcontinents including, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

**Black or African American—**A person having origins in any of the black racial groups of Africa. Terms such as Haitian or Negro can be used in addition to Black or African American.

**Hawaiian or Other Pacific Islander—**A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**White—**A person having origins in any of the original people of Europe, the Middle East, or North Africa.

**Hispanic or Latino—**A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term Spanish Origin can be used in addition to Hispanic or Latino.

**Religion—**A personal set or institutionalized system of attitudes, moral or ethical beliefs and practices held with the strength of traditional religious views, characterized by ardor and faith and generally evidenced through specific religious observances.

**Reprisal—**Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action or any other act of retaliation against a military member for making or preparing to make a protected communication.

**Senior Official—**Any Air Force active duty, retired, Reserve or Air National Guard military officers in grades O-7 (brigadier general) or select and above, current and former civilians above the grade of general schedule (GS) or general manager (GM) 15, current or former members of the Senior Executive Service (SES) and current and former Air Force civilian Presidential appointees.

**Sexual Harassment—**A form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when:

Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career or (quid pro quo harassment).

Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person or (quid pro quo harassment).

Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive working environment.

This definition emphasizes that workplace conduct, to be actionable as "abusive work environment" harassment, need not result in concrete psychological harm to the victim, but rather need only be so severe or pervasive that a reasonable person would perceive--and the victim does perceive,--- the work environment as hostile or offensive. ("Workplace" is an expansive term for military members and may include conduct on or off duty, 24 hours a day.) Any person in a supervisory or command position who uses or condones any form of sexual behavior to control, influence or affect the career, pay or job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments (such as slurs or jokes), written communications (such as emails or cartoons), gestures or physical contact of a sexual nature in the workplace is also engaging in sexual harassment.

**Staff Judge Advocate—**The senior lawyer assigned to advise a commander. In this AFI, references to the SJA refer to the Office of the Staff Judge Advocate meaning the SJA or his or her designee.

**Standing—**Recognition that a person filing a complaint is a proper party to file the complaint because they have been directly affected by the alleged wrong and are authorized to file a complaint in the MEO system.

**Subject Matter Expert—**MEO personnel who provides advice and assistance concerning allegations of unlawful discrimination or sexual harassment to a commander, commander's designated appointee or investigative authority during all phases of an investigative process (e.g., Commander Directed Investigations, Inspector General Investigations).

**Substantiated—**A substantiated finding occurs when a preponderance of the evidence supports (more likely to have occurred than not occurred) the complainant's allegation of a violation of law, regulation or Air Force policy or standards. The documented facts indicate that a violation occurred.

**Substantiated Equal Opportunity and Treatment (EOT) Complaint—**A complaint where the preponderance of the evidence (more likely to have occurred than not occurred) indicates unlawful discrimination based on race, color, national origin, religion or sex.

**Third-Party—**A person or organization that attempts to present allegations on behalf of another individual.

**Unlawful Discrimination—**Discrimination on the basis of color, national origin, race, religion or sex that is not otherwise authorized by law or regulation. Unlawful discrimination can occur through specific actions, verbal or written communications, or combinations of conduct.

**Verbatim Comments—**Comments made by a survey respondent that are recorded exactly as they appear in the survey and are transferred to the analysis report. Verbatim comments retain all the spelling and grammatical content of the original along with as much stylistic or emphatic markings as is possible (e.g. capitalization, underlines, exclamation points, etc.).

# Attachment 2

## AF IMT 1271, RECORD OF ASSISTANCE

**MILITARY EQUAL OPPORTUNITY RECORD OF ASSISTANCE** | File No.

**I. CUSTOMER IDENTIFICATION**

| 1. NAME | 2. GRADE | 3. UNIT/OFFICE | 4. PHONE | 5. SEX | 6a. RACE | 6b. HISPANIC DECLARATION |
|---|---|---|---|---|---|---|
| Burton, Ward (last name, first name) | E-5 | 123 CES | 123-4567 | M | WH | HL |

**II. DESCRIPTION OF ASSISTANCE**

7. DATE: 20030803

8. CATEGORY OF ASSISTANCE: ☐ Out and About ☐ MEO General Assistance ☒ Non MEO Assistance ☐ Briefing (Number briefed: _____ ) ☐ Subject Matter Expert ☐ UCA (Type /Personnel_ )

9. SUMMARY OF CONCERNS

SSgt Burton contacted this office seeking assistance regarding perceived unjust treatment by MSgt Ray Evernham, his supervisor. According to SSgt Burton, MSgt Evernham will not allow him to take leave. He has purchased tickets to Hawaii for a family trip. He stated that MSgt Evernham approved his leave last week. He notified him today that his leave was cancelled and gave no justification. He believes MSgt Evernham's decision not to allow him to take leave is because of professional jealousy and spite. He added he would lose $1,250.00 because the airline tickets are nonrefundable.

SSgt Burton does not believe his concern is MEO related.

10. SUMMARY OF ASSISTANCE

SSgt Burton was briefed that based on the information provided, his concern does not fall under the MEO purview and that MEO does not have confidentiality. I suggested he consider addressing his concern at the lowest level by asking MSgt Evernham for clarification regarding his decision to cancel his leave. SSgt Burton indicated that he was not comfortable with approaching MSgt Evernham regarding this issue. He felt the situation would only escalate.

I suggested SSgt Burton consider providing his chain of command with an opportunity to address his concern. He opted to provide his First Sergeant with an opportunity to address his concern.

I contacted SMS Jack Roush, 123 CES/CCF, and briefed him on SSgt Burton's concern. An appointment was scheduled for SSgt Burton to meet with his First Sergeant on 05 Aug 03 at 0800. This office will follow up by contacting SSgt Burton on 10 Aug 03 to determine if his concern has been addressed.

11. REFERRED TO: ☐ CC ☐ HC ☒ CCF ☐ SG ☐ OIC ☐ MPF ☐ Supervisor ☐ None ☐ CCM ☐ JA ☐ IG ☐ Other

12. FOLLOW-UP ACTIONS

10 Aug 03 - I contacted SSgt Burton. He stated that his first sergeant, SMSgt Jack Roush, addressed the concern. SSgt Burton was satisfied with the outcome. CLOSED

**III. ADMINISTRATION**

| 13. TIME SPENT | 14. MEO TECHNICIAN | 15. SIGNATURE |
|---|---|---|
| 16. DATE CLOSED | 17. CHIEF, MEO | 18. SIGNATURE |

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# Attachment 3

## AF IMT 1587-1, MILITARY EQUAL OPPORTUNITY INFORMAL COMPLAINT SUMMARY

**MILITARY EQUAL OPPORTUNITY INFORMAL COMPLAINT SUMMARY**

**Case File Number:** IC3-002-06

*PRIVACY ACT STATEMENT*

*AUTHORITY: Title 10 U.S.C. 8013, Executive Order 9397, and Department of Defense Directive 1350.2, Department of Defense Military Equal Opportunity (MEO) Program*
*PRINCIPAL PURPOSES: 1) Collecting and recording essential informal data regarding allegations of unlawful discrimination or sexual harassment; and (2) Ensuring resolution and follow-up of all unlawful discrimination or sexual harassment complaints*
*ROUTINE USES: None*
*DISCLOSURE: Disclosure of all information is voluntary. All information provided will be used to facilitate resolution of concerns*

**I. COMPLAINANT INFORMATION**

| 1. NAME *(Last, First, MI)* | 2. GRADE | 3. UNIT/OFFICE | 4. PHONE | 5. AFSC | 6. SEX | 7a. RACE | 7b. HISPANIC DECLARATION |
|---|---|---|---|---|---|---|---|
| Robinson, Shauna | E-4 | 24 MS/CCS | 123-4567 | 3S130 | F | BL | NO |

**II. DESCRIPTION OF COMPLAIN**

8. ALLEGED OFFENDER DEMOGRAPHICS:

| | GRADE | UNIT/OFFICE | SEX | RACE | HISP DEC | AFSC | AREA | R | C | NO | S | REL | SH: | V | NV | P | Oth |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| A. | E-8 | 24 MS/CCQ | M | WH | NO | 3S190 | verbal | ☐ | ☐ | ☐ | ☒ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| B. | | | | | | | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| C. | | | | | | | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| D. | | | | | | | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

DISCRIMINATION TYPE:

9. SPECIFIC ALLEGATIONS OF UNLAWFUL DISCRIMINATION

I believe I was unlawfully discriminated against by SMSgt Richard Childress, 24 MS/CCQ based on my sex. SMSgt Childress has made several negative references about me and females in general not having adequate skills/abilities to perform tasks as a Unit Security Manager. I am offended by his comments. The following information is presented to support my allegation:

ALLEGATION 1: On 04 Jun 03, SMSgt Childress advertised for a Unit Security Manager. In the advertisement he stipulated, "qualified personnel should apply." Two weeks passed and I asked SMSgt Childress about my chances for the position. He informed me that his choice would probably be a male "because men work better under pressure." His comment was made on 18 Jun 03 in the presence of SrA Mark Martin, 24 MS/DPABC, a coworker and SrA Jeremy Mayfield, my former coworker who recently PCS'd to 15 MS/CCQ, Hickam AFB, HI.

ALLEGATION 2: On 22 Jun 03, I asked SMSgt Childress for clarification regarding his earlier statement "men work better under pressure." He replied, "females, to include you, do not have the tolerance, patience or the fortitude that a man has to succeed in this job." I believe this comment was made in the presence of SrA Michael Waltrip, 24 MS/CCQ, SMSgt Kimberly Burton, 24 ABW/SE and SrA Mayfield.

10. WORKED BY: ☐ CC ☒ CCF ☐ OIC ☐ Supervisor ☐ Coworker ☐ ADR ☐ CWI ☐ Other:

**III. ADMINISTRATION**

| 11. DATE | 12. COMPLAINANT SIGNATURE | 13. MEO TECHNICIAN | 14. SIGNATURE OF MEO TECHNICIAN |
|---|---|---|---|
| 20250603 | | TSgt John Smith | |

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**Page 1 of 2**

| MILITARY EQUAL OPPORTUNITY INFORMAL COMPLAINT SUMMARY | Case File Number: IC3-002-06 |
|---|---|

15. SUMMARY OF INTERVIEW

25 Jun 03 - SrA Shauna Robinson, W/F, 24 MS/DPABC, came into the MEO office with allegations of unlawful discrimination based on sex. SMSgt Childress's negative comments about females in general and her ability as a female to handle pressure, offended the complainant. The MEO office accepted the case based on AFI 36-2706's definition of unlawful discrimination. The HRC appears to have been impacted. The complainant was briefed on the MEO complaint process and other possible grievance channels. She elected to file an informal complaint and attempt resolution through her first sergeant. She was advised the MEO office does not have confidentiality in the informal complaint process. The complainant was advised to report any form of reprisal to the IG immediately. The complainant was briefed on FOIA and Privacy Act process requirements. The complainant was briefed on her appeal rights. She was also advised the MEO office would document the informal complaint on the AF Form 1587-1and inform her commander of the complaint.

16. FOLLOW-UP ACTIONS

26 Jun 03- I contacted 24 MS/CC, Lt Col Jeff Gordon, and informed him that SrA Robinson had came MEO with allegations of unlawful discrimination. I informed the commander of the parties involved and that SrA Robinson elected to attempt resolution of the complaint through the 1st Sgt.

27 Jun 03 - Lt Col Gordon contacted this office and stated that SrA Robinson came in to speak about the allegations. Lt Col Gordon stated that the first sergeant, MSgt Jerry Nadeau, would look into the allegations against SMSgt Childress. He expects to complete the investigation by the end of the week.

30 Jun 03 - Lt Col Gordon contacted the MEO office to state that the investigation of SrA Robinson's allegations is complete and that the first sergeant found no basis for the complaint.

30 Jun 03 - I contacted SrA Robinson to inform her of the outcome of the investigation. I notified SrA Robinson of her appeal options. SrA Robinson elected to file a formal complaint on the allegations against SMSgt Childress.

| 17. DISPOSITION: ☐ Resolved ☐ Unresolved ☒ Formal Complaint | | | 18. PROCESS TIME |
|---|---|---|---|
| 19. DATE CLOSED<br>20300603 | 20. CHIEF, MEO *(Name, Grade)*<br>John Doe, Capt | 21. SIGNATURE | |

AF IMT 1587-1, 20031031, V1

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# Attachment 4

## AF IMT 1587, MILITARY EQUAL OPPORTUNITY FORMAL COMPLAINT SUMMARY

**MILITARY EQUAL OPPORTUNITY FORMAL COMPLAINT SUMMARY**

**Case File Number:** FC3-002-06

*PRIVACY ACT STATEMENT*

*AUTHORITY: Title 10 U.S.C. 8013, Executive Order 9397, and Department of Defense Directive 1350.2, Department of Defense Military Equal Opportunity (MEO) Program*

*PRINCIPAL PURPOSES: 1) Collecting and recording essential informal data regarding allegations of unlawful discrimination or sexual harassment; and (2) Ensuring resolution and follow-up of all unlawful discrimination or sexual harassment complaints*

*ROUTINE USES: None*

*DISCLOSURE: Disclosure of all information is voluntary. All information provided will be used to facilitate resolution of concerns*

**I. COMPLAINANT INFORMATION**

| 1. NAME *(Last, First, MI)* | 2. GRADE | 3. UNIT/OFFICE | 4. PHONE | 5. AFSC | 6. SEX | 7a. RACE | 7b. HISPANIC DECLARATION |
|---|---|---|---|---|---|---|---|
| Robinson, Shauna | E-4 | 24 MS/DPABC | 123-4567 | 1A232 | F | AI | HL |

| 8. COMMANDER'S NAME *(Last, First, MI)* | 9. GRADE | 10. UNIT/OFFICE | 11. PHONE |
|---|---|---|---|
| Gordon, Jeff | O-5 | 24/CC | 123-2424 |

**II. DESCRIPTION OF COMPLAINT**

12. ALLEGED OFFENDER DEMOGRAPHICS:

| | GRADE | UNIT/OFFICE | SEX | RACE | HISP DEC | AFSC | AREA | R | C | NO | S | REL | SH: | V | NV | P | Oth |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| A. | E-8 | 24MS/CCQ | M | WH | NO | 1A234 | supervisor | ☐ | ☐ | ☐ | ☒ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| B. | | | | | | | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| C. | | | | | | | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| D. | | | | | | | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

DISCRIMINATION TYPE:

13. SPECIFIC ALLEGATIONS OF UNLAWFUL DISCRIMINATION

I believe I was unlawfully discriminated against by SMSgt Richard Childress, 24 MS/CCQ based on my sex. SMSgt Childress has made several negative references about me and females in general, not having adequate skills/abilities to perform tasks as a Unit Security Manager. The following information is presented to support my allegation:

ALLEGATION 1: On 04 Jun 03, SMSgt Childress advertised for a Unit Security Manager. In the advertisement he stipulated, "qualified personnel should apply." Two weeks passed and I asked SMSgt Childress about my chances for the position. He informed me that his choice would probably be a male "because men work better under pressure." His comment was made on 18 Jun 03 in the presence of SrA Mark Martin, 24 MS/CCQ, a coworker and SrA Jeremy Mayfield, my former coworker who recently PCS'd to 15 MS/CCQ, Hickam AFB, HI.

ALLEGATION 2: On 22 Jun 03, I asked SMSgt Childress for clarification regarding his earlier statement "men work better under pressure." He replied, "females, to include you, do not have the tolerance, patience or the fortitude that a man has to succeed in this job." I believe this comment was made in the presence of SrA Michael Waltrip, 24 MS/CCQ, SMSgt Kimberly Burton, 24 ABW/SE and SrA Mayfield.

I was offended by SMSgt Childress's comments.

I initially addressed this complaint informally with my commander. However, after the investigation was completed, the complaint was unresolved.

14. REFERRED TO: ☐ AAFES ☐ DECA ☐ HMO ☐ IG ☐ Other

**III. ADMINISTRATION**

| 15. DATE | 16. COMPLAINANT SIGNATURE | 17. MEO TECHNICIAN | 18. SIGNATURE OF MEO TECHNICIAN |
|---|---|---|---|
| 20030630 | | TSgt John Smith | |

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**Page 1 of 3**

**MILITARY EQUAL OPPORTUNITY FORMAL COMPLAINT SUMMARY**

**Case File Number:** FC3-002-06

**IV. COMPLAINT PROCESSING ACTIONS**

19. SUMMARY OF INTERVIEW

- SMSgt Childress's negative comments about females in general and her ability as a female to handle pressure, offended the complainant.
- The MEO office accepted the case based on AFI 36-2706 definition of unlawful discrimination. The HRC appears to have been impacted.
- The complainant was briefed on the MEO complaint process and other possible grievance channels.
- The complainant was briefed that the MEO office does not have confidentiality.
- The complainant was briefed not to discuss the details of this case with other witnesses or potential witnesses during the clarification process.
- The complainant was briefed to report any form of reprisal to the IG immediately.
- The complainant was briefed on FOIA and Privacy Act process requirements.
- The complainant was briefed that she cannot withdraw the complaint without the approval of the Chief, MEO.
- The complainant was briefed on her appeal rights.

The MEO office contacted 24 MS/CC, Lt Col Jeff Gordon on 30 Jun 03 and informed him that SrA Robinson had elected to file a formal complaint.

20. MEO ACTIONS TAKEN

30 Jun 00 - Staffed complaint with MEO Chief and SJA, then began a clarification.
3 Jul 00 - Interviewed SrA Martin.
3 Jul 00 - Interviewed SrA Mayfield.
3 Jul 00 - Interviewed SrA Waltrip.
3 Jul 00 - Interviewed SMSgt Burton.
3 Jul 00 - ADC contact MEO office and directed we provided a copy of interview questions for SMSgt Childress. I contacted Capt Smith (SJA) ref the ADC's request. Provided the questions to Capt Smith, SJA will contact the ADC.
5 Jul 00 - Interviewed SMSgt Childress. SMSgt Childress refused to answer any interview questions.
5 Jul 00 - Completed MEO Complaint clarification report. Forwarded to JA for Legal Review.
6 Jul 00 - Received Legal Review from JA. Forwarded clarification report to 24 MS/CC.

| 21. COMPLAINT WAS FOUND TO BE: | ☒ Substantiated ☐ Unsubstantiated | 22. MEO Process Time: | 7 duty days |
|---|---|---|---|
| 23. LEGAL REVIEW<br>☒ Concur ☐ Nonconcur ☐ N/A | 24. DATE<br>20030706 | 25. JA REVIEWING OFFICIAL | 26. JA PROCESS TIME<br>1 |

28. COMPLAINANT ASSESSMENT *(not applicable for anonymous complaints)*

| | | | |
|---|---|---|---|
| A. My allegations were thoroughly addressed. | ☒ Yes | ☐ No | (Initials) |
| A. I am satisfied with the assistance provided by the MEO staff. | ☒ Yes | ☐ No | (Initials) |
| A. I was briefed on the MEO appeals process as defined in AFI 37-2706 | ☒ Yes | ☐ No | (Initials) |
| A. I believe I have been subject to reprisal. | ☐ Yes | ☒ No | (Initials) |

| 29. DATE CLOSED | 30. COMPLAINANT SIGNATURE | 31. MEO TECHNICIAN | 31. MEO TECHNICIAN SIGNATURE |
|---|---|---|---|
| 20030707 | | TSgt John Smith | |

**MILITARY EQUAL OPPORTUNITY FORMAL COMPLAINT SUMMARY**

**Case File Number:** FC3-002-06

**V. CORRECTIVE ACTIONS TAKEN**

33. Confirmed Offenders

| NAME | GRADE | R | C | NO | S | REL | SH: | V | NV | P | Oth | Corrective Action Taken |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| A. Richard Childress | E-8 | ☐ | ☐ | ☐ | ☒ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | LOR |
| B. | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | |
| C. | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | |
| D. | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | |

34. Commander Process Time: 1

**VI. FOLLOW-UP**

35. FOLLOW-UP COMPLETION ACTIONS

7 Aug 03- I contacted SrA Robinson, she had not experienced any reprisals and although the work atmosphere was initially tense after filing the complaint, SMSgt Childress has apologized for making the sexist remark and not giving her fair consideration for the position. No further assistance requested.

| 36. COMPLETION DATE | 37. MEO TECHNICIAN | 38. MEO TECHNICIAN SIGNATURE |
|---|---|---|
| 20030807 | TSgt John Smith | |
| **39. FINAL REVIEW DATE** | **40. MEO CHIEF** | **41. MEO CHIEF SIGNATURE** |
| 20030808 | Capt La Trenda Anderson | |

## Attachment 5

## SAMPLE WITNESS SUMMARY STATEMENT

**FOR OFFICIAL USE ONLY**
**(Be sure to mark the top and bottom of each page)**

3 Jul 03

MEMORANDUM FOR RECORD

SUBJECT: Witness Summary Statement Regarding Complaint Clarification #E1-002-06

1. On 3 Jul 03, I was interviewed by TSgt Terry Labonte, 24 ABW/ME. I provided the following information:

a. On 18 Jun 03, I witnessed SMSgt Childress inform SrA Shauna Robinson that he would probably select a male for the vacant position of Unit Security manager "because men work better under pressure."

b. I have no knowledge of any inappropriate comment(s) made by SMSgt Childress on 22 Jun 03.

2. The MEO technician briefed me that I must refrain from discussing the contents of this interview.

JEREMY D. MAYFIELD, SrA, USAF
24 MS/CCQ

TERRY LABONTE, TSgt, USAF
NCOIC, Military Equal Opportunity

**FOR OFFICIAL USE ONLY**
**(Sample)**

## Attachment 6

## SAMPLE ACKNOWLEDGEMENT OF RIGHTS ADVISEMENT MEMORANDUM

**FOR OFFICIAL USE ONLY**
**(Be sure to mark the top and bottom of each page)**

5 Jul 03

MEMORANDUM FOR RECORD

SUBJECT: Acknowledgement of Rights Advisement--Case #E1-002-06

1. On 5 Jul 03, TSgt Terry Labonte, 24 ABW/ME, advised me that I have the following rights according to Article 31 of the Uniform Code of Military.

Initial the following to acknowledge understanding of rights advisement:

a. _____ I have the right to remain silent--that is to say nothing at all.
b. _____ Any statement I make oral or written, may be used as evidence against me in a trial or in other judicial, non-judicial or administrative proceedings.
c. _____ I have the right to consult a lawyer.
d. _____ I have the right to have a lawyer present during this interview
e. _____ I may obtain a civilian lawyer of my own choice at no expense to the government.
f. _____ I may request a lawyer at any time during this interview.
g. _____ If I decide to answer questions with or without a lawyer present, I may stop the questioning at any time.
h. _____ If I want a lawyer, one will be appointed for me free of charge.

2. I have read my rights as listed above and fully understand my rights. No promises, threats or inducements of any kind have been made to me. I am under no pressure or coercion and as a (Military/Civilian) member make the following choice:

(Initial One):
a. _____ I do not want a lawyer. I am willing to answer questions or make a statement or both, about the allegation(s) being clarified.
b. _____ I do not want a lawyer and do not wish to make a statement or answer any questions.
c. _____ I want a lawyer. I will not make any statement or answer any questions until I talk to a lawyer.
Signature of Alleged Offender _____
Signature of Witness _____
Signature of MEO Staff Member _____

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**(Sample)**

## Attachment 7

## SAMPLE MEO FORMAL COMPLAINT CLARIFICATION REPORT

**FOR OFFICIAL USE ONLY**
**(Be sure to mark the top and bottom of each page)**

05 Jul 03

MEMORANDUM FOR 24 ABW/SJA
24 MS/CC

FROM: 24 ABW/ME
125 Aviation Rd.
March AFB CA 92100-1212

SUBJECT: Military Equal Opportunity (MEO) Complaint Clarification #E0-002-06

1. An MEO Complaint Clarification was initiated on 30 Jun 03 and concluded on 5 Jul 03. TSgt Terry Labonte, 24 ABW/ME, conducted the complaint clarification. The clarification was conducted in accordance with AFI 36-2706. The MEO office is the release authority for this clarification and all attachments. Do not copy or disseminate this document without the consent of the MEO Office.

2. The basis for this complaint clarification was AF IMT 1587, Military Equal Opportunity Complaint Summary, filed on 30 Jun 03, by SrA Shauna Robinson, 24 MS/CCQ with 24 ABW/ME alleging sex discrimination by SMSgt Richard Childress, 24 MS/CCQ (**Attachment 1**).

3. The following individuals were interviewed

a. SrA Shauna Robinson, 24 MS/DPABC, Complainant,
b. SrA Mark Martin, 24 MS/DPABC, Witness
c. SrA Jeremy D. Mayfield, 24 MS/CCQ, Witness
d. SrA Michael Waltrip, 24 MS/CCQ, Witness
e. SMSgt Kimberly Burton, 24 ABW/SE, Witness
f. SMSgt Richard Childress, 24 MS/CCQ, Alleged Offender

4. Air Force policy prohibits discrimination against military members based on race, color, national origin, religion or sex unless otherwise authorized by law or regulation. Military members have a right to participate in and benefit from, programs and activities for which they are qualified. These programs and activities shall be free from social, personal or institutional barriers that prevent people from rising to the highest level of responsibility possible. Commanders and supervisors shall evaluate personnel on individual merit, fitness and capability, regardless of race, color, national origin, religion or sex.

5. The following information was gathered:

a. Allegation 1: According to SrA Robinson, on 04 Jun 03, she applied for the Unit Security Manager position and was told on 18 Jun 03 by SMSgt Childress that he would probably select a male "because men work better under pressure." SrA Robinson said SrA Martin and SrA Mayfield were present when SMSgt Childress made this comment.

Evidence: The MEO office conducted interviews with SrA Martin and SrA Mayfield. Both stated that on 18 Jun 03, they witnessed SMSgt Childress inform SrA Robinson that he would probably select a male for the vacant position of Unit Security Manager "because men work better under pressure" (**Attachment 2** and **Attachment 3**).

b. Allegation 2: According to SrA Robinson, on 22 Jun 03, she asked SMSgt Childress for clarification regarding his earlier statement "men work better under pressure." He replied, "females, to include you, do not have the tolerance, patience or the fortitude that a man has to succeed in this job." SrA Robinson said she believes SMSgt Childress's comment was made in the presence of SrA Waltrip, SMSgt Burton and SrA Mayfield.

Evidence: According to SrA Waltrip, on 22 Jun 03, he witnessed SrA Robinson ask SMSgt Childress about a statement regarding "men working better under pressure," and he said he heard SMSgt Childress tell SrA Robinson that "females, to include you [Robinson], do not have the tolerance, patience or the fortitude that a man has to succeed in this job." (**Attachment 4**) SMSgt Burton indicated that she did not hear that statement and has no knowledge of any discriminatory comments made by SMSgt Childress about females or SrA Robinson (**Attachment 5**). SrA Mayfield indicated that he has no knowledge of any inappropriate comment(s) made by SMSgt Childress on 22 Jun 03 (**Attachment 3**). SMSgt Childress declined to be interviewed. SMSgt Childress did appoint a male for the position.

***(NOTE: If SMSgt Childress allowed the interview, include his response to each allegation in the respective FINDING area after responses by any witnesses, e.g., regarding ALLEGATION 2: SMSgt Childress refuted the allegation or SMSgt Childress admitted telling SrA Robinson "females, to include you, do not have the tolerance, patience or the fortitude that a man has to succeed in this job.")***

6. Discussion: Based on the information provided during the clarification, the allegations against SMSgt Childress are substantiated. SMSgt Childress has violated Air Force MEO policy regarding unlawful discrimination, IAW AFI 36-2706, paragraph **1.1.**, for making a negative reference about females and their abilities to perform as the "Unit Security Manager" which offended SrA Robinson. Specifically, the clarification revealed that on 18 Jun 03, SMSgt Childress made a negative reference about females not having the ability to work under pressure when compared to men. Also, on 22 Jun 03, SMSgt Childress uttered a negative comment based on sex about her ability to perform as the Unit Security Manager. SMSgt Childress made the comments in the presence of coworkers. According to the complainant's coworkers, SrA Mayfield and SrA Martin, on 18 Jun 03, they witnessed SMSgt Childress inform SrA Robinson that he will probably select a male for the vacant position of Unit Security manager "because men work better under pressure." According to another coworker, SrA Waltrip, on 22 Jun 03, he witnessed SrA Robinson

ask SMSgt Childress about his earlier statement about men working better under pressure. SrA Waltrip said he then heard SMSgt Childress tell SrA Robinson, "females, to include you [Robinson], do not have the tolerance, patience or the fortitude that a man has to succeed in this job." SMSgt Childress did appoint a male to the position. As a supervisor, SMSgt Childress is required to evaluate personnel on individual merit, fitness and capability, regardless of race, color, national origin, religion or sex. Characterizing all individuals of one sex as less capable for a duty is a clear violation of this Air Force policy.

7. Recommendation.

a. 24 ABW/JA review this case for legal sufficiency and provide 24 ABW/ME with a legal sufficiency review within 6 duty-days.

b. 24 MS/CC take action(s) to address SMSgt Childress's violation of Air Force Military Equal Opportunity policy, provide 24 ABW/ME with a letter of action(s) taken within 5 days and brief offender on his/her right to appeal.

TERRY LABONTE, TSgt, USAF
Military Equal Opportunity Technician

RICK HENDRICK, Major, USAF
Chief, Military Equal Opportunity

Attachments:
1. AF IMT 1587, dated 30 Jun 00
2. Signed Witness Stmt/SrA Martin, dated 3 Jul 03
3. Signed Witness Stmt/SrA Mayfield, dated 3 Jul 03
4. Signed Witness Stmt/SrA Waltrip, dated 3 Jul 03
5. Signed Witness Stmt/SMSgt Burton, dated 3 Jul 03

**FOR OFFICIAL USE ONLY**
**(Sample)**

## Attachment 8

## SAMPLE REFERRAL MEMORANDUM

**FOR OFFICIAL USE ONLY**
**(Be sure to mark the top and bottom of each page)**

12 Jun 03

MEMORANDUM FOR (Referral Agency)

FROM: 24 ABW/CC

SUBJECT: Referral Racial Discrimination Case, RC0-001-06

1. On 10 Jun 03, Major Richard Petty, 24 ABW/SE, filed a Military Equal Opportunity (MEO) Complaint with 24 ABW/ME, alleging racial discrimination against Mrs. Elizabeth Allison, an AAFES employee. Major Petty stated Mrs. Allison did not provide courteous service to him and claimed she waited on several other customers who arrived after he did. When he approached her to discuss his displeasure, Mrs. Allison stated, "You people are all the same. You want to be treated better than everyone else." Major Petty believes he was treated this way because he is a Black male. He said her unprofessional behavior was witnessed by numerous unknown customers and made him feel uncomfortable. The MEO office advised the complainant that his allegation must be referred to an AAFES Store Manager for resolution. You can reach Maj Petty at extension 7-1234.

2. IAW AFI 36-2706, paragraph **6.2.**, the MEO office must refer Equal Opportunity Complaints filed against AAFES employees to AAFES management. 24 ABW/ME will follow-up on the outcome of the case. Please provide this office with a memorandum on findings and actions taken or if the case falls outside your scope and requires further processing through an alternative channel within 30 days.

3. Thank you, in advance, for your cooperation. If you have any questions, contact the MEO office at extension 7-8899 or 7-5511.

WILLIAM H. FRANCE, Jr., Colonel, USAF
Commander

Attachment:
AF IMT 1587, MEO Complaint Summary

**FOR OFFICIAL USE ONLY**
**(Sample)**

## Attachment 9

## SAMPLE OFFICIAL AF MESSAGE FORMAT FOR REPORTING EOTIS

FROM: //1 FW LANGLEY AFB VA/ME//

TO: //HQ ACC LANGLEY AFB VA/DPCW//
//HQ AFPC RANDOLPH AFB TX/DPSFOS//
//HQ USAF WASHINGTON DC/DPPFH//

***(NOTE: Report all incidents (including minor and possible incidents) to MAJCOM Military Equal Opportunity, HQ AFPC/DPSFOS and HQ USAF/DPPFH)***

SUBJECT: INITIAL - POSSIBLE MINOR EQUAL OPPORTUNITY AND TREATMENT INCIDENT (EOTI) - LE-00-002 - RACE

***(NOTE: For the subject line, start by identifying the message as initial, follow-up or final. If a determination has not been made on the categorization, identify it as a "possible" EOTI)***

1. DATE OF INCIDENT: 3 JUN 03

2. TIME OF INCIDENT: 2300

3. LOCATION OF INCIDENT: LANGLEY AFB NCO/ENLISTED CLUB

4. HATE GROUP ACTIVITY: NO

5. INDIVIDUALS INVOLVED:

| SUBJECT/STATUS | GRADE | RACE | HISP/LAT | SEX | UNIT |
|---|---|---|---|---|---|
| A. SUBJ1/AD | CIV | W | NO | M | 1 SVS |
| B. SUBJ2/AD | E6 | W | YES | M | 1 MSS |
| C. SUBJ3/AD | E5 | W | DECLINE | M | 1 MSS |
| D. SUBJ4/AD | E3 | W | NO | F | 1 CS |

***(Note: law enforcement and others who respond to an EOTI are NOT listed as subjects, unless after responding they become involved in the incident.)***

6. NARRATIVE: (THIS NARRATIVE CONTAINS MATERIAL THAT MAY BE OFFENSIVE). SUBJ1 AND SUBJ2 WITNESSED SUBJ4 REFER TO SUBJ3 AS A **"*INCLUDE THE EXACT SLUR/TERM USED*"** AND HIT HIM OVER THE HEAD WITH A BEER BOTTLE. SECURITY FORCES WAS CALLED AND THEY TOOK ALL SUBJS TO THE SECURITY FORCES BUILDING AND THEY WERE HELD UNTIL RELEASED TO THIER FIRST SERGEANT.

***(NOTE: The MEO office must describe the incident in detail including the subjects and their involvement. The narrative must provide enough information to determine the basis of the categorization and the incident's location. DO NOT INCLUDE ANY NAMES OF PARTICIPANTS.)***

7. PRIMARY CAUSE: USE OF A RACIAL SLUR

8. SECONDARY CAUSE: UNKNOWN

9. ALCOHOL INVOLVEMENT: YES OR NO

10. PRIMARY REACTION: ASSAULT

11. PROPERTY DAMAGE: NONE

***(NOTE: If property damage occurred, describe the extent of the damage and provide a dollar value.)***

12. MEDICAL TREATMENT: YES. SUBJ3 WAS TREATED FOR A TWO-INCH LACERATION AFTER SUBJ4 HIT HIM WITH A BEER BOTTLE. NO HOSPITALIZATION WAS REQUIRED.

***(NOTE: If medical treatment occurred, describe the injuries for which the individual(s) received treatment, the extent of the treatment, if anyone required hospitalization and for how long.)***

13. ADVERSE MEDIA COVERAGE: NONE ANTICIPATED

***(NOTE: MEO office must coordinate with their PA before answering this question. If media coverage is expected, indicate who is reporting the incident (if known) and the medium used (radio, newspaper, TV, etc.).***

14. CORRECTIVE ACTION AGAINST OFFENDERS: PENDING

***(NOTE: Describe what corrective actions the commander(s) involved took, if any, for the subject's involvement in the incident. Pay particular attention to any actions related to EO violations.***

15. INDICATE WHETHER OR NOT THIS WAS AN ISOLATED INCIDENT: PENDING, BASED ON CLARIFICATION RESULTS.

16. MEASURE(S) USED TO ADDRESS IMPACT OF THE INCIDENT ON INDIVIDUAL(S) AND/OR HUMAN RELATIONS CLIMATE: THE ENLISTED CLUB MANAGER AND SFS WILL DISCUSS THIS INCIDENT AND SIMILAR AFFRAYS THAT HAVE REPORTEDLY OCCURRED ON FRIDAY NIGHTS AT THE CLUB WITH FIRST SERGEANTS AT THEIR MONTHLY MEETING. THE MEO OFFICE WILL ATTEND THIS MEETING AND WILL CONTINUE TO MONITOR THIS SITUATION.

***(NOTE: Describe proactive measures used to address the incident's possible residual effects such as rumors, polarization, increase in frequency, etc., that could have a negative impact on an individual(s), group(s), unit(s), agency, housing area on/off base, enlisted/officers club, etc. Proactive measures may include: increased "Out and Abouts" by MEO personnel, increased monitoring by unit/agency, increased visibility by senior personnel, Town Meetings conducted by the IC or designated representative, articles in base paper, etc.)***

17. LESSON(S) LEARNED: ***(NOTE: Describe any lessons learned by MEO personnel, base official(s), off-base officials and/or participant(s) regarding the incident.)***

18. CLOSING: MEO IS CURRENTLY CONDUCTING A CLARIFICATION AND WILL PROVIDE A FOLLOW UP MESSAGE WITHIN 30 DAYS. PLEASE CONTACT CMSGT BERRY AT DSN 574-3690 IF YOU HAVE ANY QUESTIONS.

## Attachment 10

## SAMPLE EOTI CLARIFICATION REPORT

**FOR OFFICIAL USE ONLY**
**(Sample)**
**(Be sure to mark the top and bottom of each page)**

22 Jun 03

MEMORANDUM FOR 1 FW/JA
1 MSS/CC
1 FW/CC
IN TURN

FROM:1 FW/ME
54 Willow Street, Suite 101A
Langley AFB VA 23665

SUBJECT: Equal Opportunity and Treatment Incident (EOTI) Clarification

1. An Incident Clarification was initiated on 4 Jun and concluded 20 Jun 03. CMSgt Dale Jarrett, Superintendent, Military Equal Opportunity conducted the clarification in accordance with AFI 36-2706, *Military Equal Opportunity and Treatment Program*. The MEO office is the release authority for this clarification and all attachments. Do not copy or disseminate this document without the consent of the MEO Office.

2. The basis for the clarification was a review of the Security Forces Blotter on 4 Jun 03 by 1 FW/ME. The blotter revealed an incident had occurred on 3 Jun 03, at the Langley AFB NCO/Enlisted Club allegedly involving the use of racially disparaging remarks and a physical altercation between two active duty Air Force members (**Attachment 1**). The altercation resulted in minor injuries to one of the parties.

3. Air Force policy prohibits discrimination against military members based on race, color, national origin, religion or sex unless otherwise authorized by law or regulation.

4. The (MEO office, SF, OSI, etc.) interviewed the following individuals:

a. Mr. Sterling Marlin, 1 SVS/Bartender, Witness
b. TSgt Casey Atwood, 1 MSS/DPAP, Witness
c. SSgt Tony Stewart, 1 MSS/DPAP, White, Male - Alleged Offender
d. A1C Teresa Earnhardt, 1 CS/CCQ, White, Female - Alleged Offender

5. The following information was gathered:

a. Mr. Marlin stated while tending bar at the Langley AFB NCO Club on 3 Jun 03, he witnessed A1C Earnhardt call SSgt Stewart a ("quote the exact slur/term used)" and a fight ensued between them. Mr. Marlin said he called Security Forces and they removed both members from the club (see **Attachment 2**).

b. TSgt Atwood stated that on 3 Jun 03 while at the NCO club, he witnessed A1C Earnhardt bothering SSgt Stewart by calling him a "(quote the exact slur/term used)" and striking him over the head with a beer bottle. He said it appeared that SSgt Stewart reacted by grabbing A1C Earnhardt's shirt to get her away from him (see **Attachment 3**).

c. A1C Earnhardt said on 3 Jun 03 at approximately 0900 hours while at the Military Personnel Flight (MPF), SSgt Stewart saw her with her boyfriend, who is African American. She said when she went home for lunch, she discovered that SSgt Stewart had left the racially disparaging message, "(quote the exact slur/term used)" (see **Attachment 4**). She also admitted striking SSgt Stewart over the head with a beer bottle when she saw him at the NCO club later that same night (3 June 03) (see **Attachment 5**).

d. SSgt Stewart admitted to leaving a racially disparaging message on A1C Earnhardt's answering machine on 3 Jun 03. He said that while at the NCO Club later that night, A1C Earnhardt referred to him as a "(quote the exact slur/term used)" on three different occasions before she struck him over the head with a beer bottle. He said after she hit him, he grabbed her in an attempt to defend himself (see **Attachment 6**).

6. Discussion: Based on the information gathered, SSgt Stewart and A1C Earnhardt violated Air Force Military Equal Opportunity and Treatment policy IAW AFI 36-2706, paragraph **1.2.** for their use of racial slurs. According to Mr. Marlin and TSgt Atwood, both witnessed A1C Earnhardt refer to SSgt Stewart as a "(quote the exact slur/term used)," and witnessed A1C Earnhardt hit SSgt Stewart over the head with a beer bottle on 3 Jun 03 at the NCO Club. A1C Earnhardt admits to referring to SSgt Stewart as a "(quote the exact slur/term used)" and hitting him over the head with a beer bottle. A1C Earnhardt stated that SSgt Stewart's racially disparaging comment, "(quote the exact slur/term used)" in a message he left on her answering machine earlier that same day motivated her actions. SSgt Stewart admits leaving the message on A1C Earnhardt's answering machine. This altercation meets the criteria established as an EOTI, IAW AFI 36-2706, paragraph **7.1.** An Equal Opportunity and Treatment Incident is defined as an "an overt, adverse act, occurring on or off base, directed toward an individual, group or institution which is motivated by, or has overtones based on race, color, national origin, religion or sex which has, or has the potential to have, a negative impact on the installation human relations climate." Based on specific criteria, incidents are categorized as minor, serious or major. It does not appear this incident negatively affected the installation's human relations climate.

7. Recommendations

a. 1 FW/JA review this case for legal sufficiency and provide 1 FW/ME a legal sufficiency review within 6 duty-days.

b. 1 MSS/CC take action(s) to address the unprofessional behavior(s) exhibited by SSgt Stewart and A1C Earnhardt and provide 1 FW/ME with a letter of action(s) taken within 5 duty-days.

c. 1 FW/CC approve final release of this Equal Opportunity and Treatment Incident as a "Minor Incident" as defined in AFI 36-2706, paragraph **7.1.**

DALE JARRETT, CMSgt, USAF
Superintendent, Military Equal Opportunity

Attachments:
1. DD Form 1569, SF Incident/Complaint Report, dated 3 Jun 03
2. Signed Witness Stmt, Mr. Sterling Marlin, dated 5 Jun 03
3. Signed Witness Stmt, TSgt Casey Atwood, dated 6 Jun 03
4. A1C Earnhardt's Answering Machine Cassette, Undated
5. AF IMT 1168, Stmt of Suspect/Witness/Complainant, A1C Teresa Earnhardt, dated 7 Jun 03
6. AF IMT 1168, Stmt of Suspect/Witness/Complainant, SSgt Tony Stewart, dated 14 Jun 03

**FOR OFFICIAL USE ONLY**
**(Sample)**