MEMORANDUM FOR DISTRIBUTION

FROM: HQ USAFA/CC

SUBJECT: Commanders Emphasis on Equal Opportunity Treatment and Employment

1. In today’s Air Force, promoting equal opportunity and treatment is a professional responsibility of all Air force personnel. Our mission requires everyone to work as a team, and your support is absolutely essential in sustaining an environment which recognizes human dignity and importance of our most valuable resource-our people. At the United States Air Force Academy (USAFA), we are committed to ensuring equal opportunity, treatment of race, color, religion, sex and national origin. In the case of our civilian counterparts, age and disabilities are included. Unlawful discrimination interferes with the ability to perform at a person’s highest level of proficiency and reduces productivity, degrades morale and ultimately impacts mission readiness, and will not be tolerated.

2. We expect your complete support in identifying and eliminating unlawful discrimination at USAFA. Commanders and supervisors are responsible for creating an environment where individuals feel comfortable expressing their concerns of discrimination. Commanders will take swift, firm, corrective action whenever such allegations are substantiated, or perceptions negatively impact duty performance. If you believe you are a victim of unlawful discrimination, it is your duty and obligation to come forward and address your concerns without fear of reprisal or retaliation.

3. We are all responsible for ensuring equal opportunity and treatment for our cadets, military members, civilians and dependents. Each individual should first attempt to address concerns within their chain of command and allow unit leadership, to include commanders, an opportunity to resolve issues at the lowest possible level. If the issue cannot be resolved satisfactorily through the chain of command, contact the Equal Opportunity office at 333-4258.

MICHELLE D. JOHNSON
Lieutenant General, USAF
Superintendent

*Developing Leaders of Character*