



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE ACADEMY

7 January 2021

MEMORANDUM FOR DISTRIBUTION O

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 the importance of our most valuable resource—our people. At the United States Air Force Academy (USAFA), we are committed to ensuring equal opportunity and fair treatment regardless of race, color, religion, sex, sexual orientation or national origin. In the case of our civilian counterparts, age, physical and/or mental disabilities, genetic information disclosure and reprisal are included. Unlawful discrimination interferes with the ability to perform at a person's highest level of proficiency, reduces productivity, degrades morale, ultimately impacts mission readiness—and will not be tolerated.
2. We expect your 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 right 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 has several avenues available to seek resolution regarding concerns of unlawful discrimination. Individuals are encouraged to seek resolution at the lowest possible level to minimize the impact on the organization's human relations climate. This can be accomplished by directly approaching the alleged offender or by addressing concerns within their chain of command to allow unit leadership, to include immediate supervisors and commanders, an opportunity to aid in low level resolution. While encouraged to seek resolution within their chain of command, individuals may also exercise their right to seek resolution through the informal and formal processes available through the Equal Opportunity program. For more details regarding this policy of for assistance, please contact the Equal Opportunity team at 333-4258.

A handwritten signature in black ink, reading "Richard M. Clark".

RICHARD M. CLARK
Lieutenant General, USAF
Superintendent