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NATIONAL GUARD BUREAU**

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Personnel

**AIR NATIONAL GUARD MILITARY EQUAL OPPORTUNITY PROGRAM
COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction contains the requirements of the ANG Military Equal Opportunity (MEO) program. It applies to all members of the Air National Guard (ANG) when serving in Title 32 status (e.g., Drill, AT, ADSW, AGR) or when performing active duty (Title 10) for less than 30 days. ANG Military Equal Opportunity complaints are processed in accordance with NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*. This document implements Air Force Policy Directive (AFPD) 36-27, *Social Actions*, 3 September 1993; 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; AFI 36-2706, *Military Equal Opportunity (MEO) Program*, 1 December 1996; ANGR 35-29, *Military Affirmative Actions*, 16 June 1986.

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. Maintain and dispose of all records created as a result of prescribed processes IAW AFI 33-332, Air Force Privacy Act Program. **Attachment 1** contains a glossary of references, abbreviations, acronyms and terms.

Maintain and dispose of all records created as a result of processes prescribed in this instruction IAW AFMAN 37-139, *Records Disposition Schedule*. The Paperwork Reduction Act of 1995 affects this instruction. The Forms Management Program, IAW AFI 33-360, volume 2, *Forms Management Program*, affects this instruction.

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Chapter 1

GENERAL

1.1. Instruction Purpose. This instruction defines the MEO policy, which is essential to unit effectiveness and mission readiness. The guidance in this instruction is to assist commanders in building a strong and cohesive team that pursues unit success and readiness, that works to resolve interpersonal differences, and that strives to develop and maximize the personal potential of unit members.

1.2. Program Policy.

1.2.1. It is Department of Defense (DoD), Air Force (AF) and Air National Guard (ANG) policy not to condone or tolerate unlawful discrimination or sexual harassment within the Armed Forces. The ANG implements five core elements of equal opportunity developed by the Defense Equal Opportunity Council (DEOC) Task Force on Discrimination and Sexual Harassment. The Secretary of Defense (SECDEF Policy Letter, 20 Oct 98) endorsed the five core elements as essential to assist commanders in measuring MEO program effectiveness. These elements are: 1) policy, 2) communications, 3) education and training, 4) enforcement [complaint processing] and 5) assessment.

1.2.2. It is unlawful to discriminate against an individual or group because of their race, color, national origin, religion or gender. The ANG recognizes that all written or verbal communications degrading individuals on the basis of these protected categories represent a form of unlawful discrimination. This includes discrimination based on an individual's birthplace, ancestry, culture or the linguistic characteristics common to a specific ethnic group.

1.2.3. The operational language of the ANG is English. ANG 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, and therefore, must be in English. Commanders may require ANG 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 that are unrelated to military functions.

1.2.4. Compliance to ANG MEO policy is a responsibility and function of effective leadership.

1.2.5. MEO personnel must inform commanders of EO issues that may adversely affect members' behavior, health, and duty performance or mission accomplishment and document EO information on appropriate forms.

1.2.6. 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, communications to MEO personnel do not have any privilege of confidentiality. *EXCEPTION:* MEO personnel have limited confidentiality when conducting ADR/mediation in resolution of informal complaints.

1.2.7. The ANG MEO program assists commanders in pursuing MEO policies and

measuring their effectiveness. The MEO program emphasizes the implementation of clear policy through communication, education/training, assessment and enforcement (NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*). MEO policy fully endorses all efforts to mentor individuals in the ANG and to strengthen the ANG through building a diverse team.

1.3. Program Objectives.

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

1.3.2. The MEO program is a function of leadership and command and is based on fairness, equity, and justice. The chain of command is responsible for creating an environment free from unlawful discrimination and sexual harassment.

1.3.3. The MEO program encourages ANG members to use the chain of command to identify and correct unlawful discrimination or sexual harassment.

1.3.4. The MEO program applies to all aspects of military service emphasizing high standards of equal opportunity in treatment, selection, and representation.

1.3.5. The MEO program works to identify human relations factors within the organizational and social climate that detract from harmonious relations and seeks to assist commanders in preventing, eliminating and/or neutralizing such factors.

1.3.6. Human relations training and education (as described in this document) is conducted on a continual basis for all ANG personnel.

1.3.7. Rating and reviewing officials will evaluate compliance with DoD, Air Force and ANG directives prohibiting unlawful discrimination and sexual harassment, and document serious and/or repeated deviations in personnel performance reports.

1.3.8. When evaluating and assigning members, commanders and supervisors must be aware of and consider any individual's membership in groups espousing supremacist causes or advocating unlawful discrimination. (See AFI 51-903, *Dissident and Protest Activities*.)

Chapter 2

PROGRAM RESPONSIBILITIES

2.1. National Guard Bureau.

- 2.1.1. Chief, NGB. Provide overall direction to Equal Opportunity within the National Guard.
- 2.1.2. The Director, ANG. Responsible for the overall implementation of ANG MEO programs.
- 2.1.3. Chief, NGB-EO.
 - 2.1.3.1. Develop and monitor MEO plans, policies and programs that apply to the ANG. MEO programs include, but are not limited to: assessment of the EO climate, enforcement of EO laws and the implementation of EO training requirements (i.e., EO Education and Training).
 - 2.1.3.2. Establish and administer the ANG Discrimination Complaint System. Develop policies and procedures for processing, managing and adjudicating unlawful discrimination and sexual harassment cases.
 - 2.1.3.3. Approve ANG quotas for Defense Equal Opportunity Management Institute (DEOMI) training. Approve and fund ANG adjunct faculty for DEOMI. **NOTE:** ANG/DPDT controls attendance of ANG personnel at DEOMI.
- 2.1.4. ANG EO Program Manager.
 - 2.1.4.1. Act as the OPR for MEO programs in the ANG.
 - 2.1.4.2. Develop, revise, and disseminate MEO policy, plans, and programs.
 - 2.1.4.3. Facilitate attendance of ANG personnel at DEOMI.
 - 2.1.4.4. Evaluate and provide assistance to the MEO programs in 54 States and Territories.
 - 2.1.4.5. Monitor base progress toward ANG Affirmative Action objectives.
 - 2.1.4.6. Develop, review and update ANG EO Education and Training objectives, materials and programs.
 - 2.1.4.7. Conduct special projects in MEO areas to aid in the management and success of MEO programs in 54 States and territories.
 - 2.1.4.8. Identify superior MEO programs and initiatives. Provide a means for MEOs in all States and territories to improve their efforts by using ideas from other exemplary programs.
 - 2.1.4.9. Prepare reports and status summaries on MEO efforts nationwide including: Affirmative Action Plan results, EO Education and Training completion statistics, summary report of formal and informal discrimination complaints and their outcomes, and demographic trends.
 - 2.1.4.10. Act as Career Field Manager for ANG MEO personnel.

2.1.4.11. Establish and maintain contact and collaborative relationships with appropriate equal opportunity counterparts (e.g., AF, DoD, AF Reserve, DEOMI).

2.2. Defense Equal Opportunity Management Institute (DEOMI)

2.2.1. The DEOMI mission is to enhance leadership and readiness by fostering EO and EEO programs and positive human relations through world class education, training and research. DEOMI responsibilities that affect the ANG MEO program are as follows:

2.2.2. Provide basic skills training to MEO Chiefs, Officers and MEO Specialists.

2.2.3. Perform research regarding military equal opportunity and human relations. Act as a clearinghouse to monitor and disseminate research findings on equal opportunity and human relations issues in the military.

2.2.4. Serve as the focal point for maintaining and administering the Military Equal Opportunity Climate Survey (MEOCS) program.

2.3. The Adjutant General (TAG).

2.3.1. Ensure units implement the policies and programs of this instruction.

2.3.2. Monitor the implementation of State affirmative action plans at all levels of command to ensure compliance.

2.3.3. Ensure that corrective actions are established to meet Affirmative Action Plan objectives (ANGR 35-29, *Military Affirmative Actions*).

2.3.4. Ensure MEO personnel are provided formal training as required within the MEO career field.

2.3.5. Ensure MEO personnel have access to necessary MEO resources and guidance.

2.3.6. Request assistance from NGB-EO to establish procedures to identify and correct MEO problems and EO Education and Training concerns that are not resolved within the State.

2.4. State Equal Employment Manager (SEEM).

2.4.1. Ensure that information received from NGB-EO is disseminated to subordinate units including to the ANG MEO office.

2.4.2. The SEEM will receive the NGB required reports from MEO offices and retain them as advised by NGB-EO.

2.4.3. Act as a Subject Matter Expert (SME) and resource/consultant for MEO staff and MEO programs.

2.4.4. Manage the military discrimination complaint system within the State on behalf of the Adjutant General IAW NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*.

2.4.5. Additional information regarding SEEM responsibilities:

2.4.5.1. The EO program for military personnel and the EEO program for technician personnel share the same foundational goals and objectives. However, their practice and execution differ.

2.4.5.2. The military program (the EO program) is established by DoD policy and its purpose is to ensure that military units are capable of accomplishing any assigned mission. Readiness of each unit and of each member depends on the maintenance of a command climate that fosters each member's confidence in peers and in the unit. DoD policy also authorizes the military EO program to provide standards for discrimination complaint processing and resolution (DoDD 1350.2).

2.4.5.3. Technician and Federal Civilian EEO, U.S.C., Title 32, (the EEO program) are founded on Federal Law (Title VII, Civil Rights Acts of 1964, as amended) and is primarily concerned with conditions of employment and adjudicating discrimination complaints concerning an employee's treatment while at the workplace. **NOTE:** Title VI military EO complaints are processed under NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System* and that Title VII technician EEO complaints are processed under NGR (AR) 690-600/NGR (AF) 40-1614, Volume II.

2.4.5.4. The EO and EEO programs are not redundant efforts. MEO will not supervise EEO personnel, nor will EEO personnel supervise MEOs. If the SEEM is also the MEO officer, he or she will manage two separate programs. However, integrating EO/EEO training, seminars, discussions, and shared use of training materials and facilities is encouraged when doing so promotes understanding, efficiency, economy, and the shared use of these similar programs. Reference DoD Directive 1440.1, *DoD Civilian EEO Program* for additional information regarding the EEO program.

2.5. Wing Level

2.5.1. Wing Commander.

2.5.1.1. Provide for an environment free from unlawful discrimination and sexual harassment using policy, communication, education and training, assessment and enforcement as core elements to achieve MEO program effectiveness.

2.5.1.2. Develop policies to prevent discrimination and sexual harassment. Post equal opportunity policies prominently on base web pages and in locations frequented by the base population.

2.5.1.3. Communicate the vital importance of the relationship between unlawful discrimination and sexual harassment prevention to unit readiness and maintaining a professional climate.

2.5.1.4. Allocate resources to effectively conduct human relation training and education.

2.5.1.5. Ensure that leadership involvement in EO Education and Training.

2.5.1.6. Ensure that all personnel attend EO Education and Training as required.

2.5.1.7. Approve MEO lesson plans and audiovisual materials that are used in locally developed EO Education and Training programs.

2.5.1.8. Ensure that all EO complaints are processed IAW NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*.

2.5.1.9. Ensure that disciplinary and/or corrective actions are taken if unlawful discrimination or sexual harassment is substantiated.

- 2.5.1.10. Ensure that appropriate action is initiated to address the perception of discriminatory practices that impede the mission success.
- 2.5.1.11. Commanders will correct any management deficiencies that surface through examination of a complaint when discrimination is alleged but not proven.
- 2.5.1.12. Commanders do not have authority to take a complaint submitted to an MEO office for consultation or informal resolution and transfer it to command channels for resolution by a commander-directed inquiry or investigation.
- 2.5.1.13. Review all closed MEO formal cases with Chief of MEO for consistency in enforcement, timeliness and reprisal prevention. **NOTE:** At a minimum, the MEO office will accomplish this by providing the Wing Commander with a synopsis of cases following their closure on an annual basis.
- 2.5.1.14. Ensure that 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 and/or repeated deviations.
- 2.5.1.15. Correct any local instruction or practice that does not support MEO policy.
- 2.5.1.16. Ensure that officers selected for MEO responsibilities possess the experience and credibility necessary to advise commanders on equal opportunity and treatment issues and human relations. AF Director of Personnel Policy Letter dated February 1995 establishes the rank of captain as the recommended acceptable rank for appointment to the MEO career field and to attend DEOMI Training.
- 2.5.1.17. Decide all "Exception to Policy" waiver requests for lieutenants to attend the DEOMI Equal Opportunity Program Managers Course. Forward waiver requests to the Career Field Manager (CFM) for Personnel Officers (ANG/DP) for approval.
- 2.5.1.18. Ensure that MEO specialists conducting ADR/mediation have satisfied the requirements of the NGB-EO ADR Program Manager as listed in this publication.
- 2.5.1.19. Chair the Wing Climate Assessment Committee (WCAC) annually.
- 2.5.1.20. Avoid the assignment of additional duties to the MEO staff that would interfere with the accomplishment of their primary responsibilities.
- 2.5.2. Chief, MEO.
- 2.5.2.1. Serve as Wing Commander's staff officer for MEO programs.
- 2.5.2.2. Manage MEO personnel, office operations, assignment of duties, resources, and documentation. Develop annual MEO budget request plans.
- 2.5.2.3. Coordinate with the Base Education and Training Manager to ensure that MEO specialists receive initial DEOMI training and 7-skill level CDC training in a timely manner. OJT training on Career Field Education and Training Plan (CFETP) items will be provided on a planned and regular basis.
- 2.5.2.3.1. MEO specialists will complete all phases of the DEOMI Equal Opportunity Advisor Reserve Component Course (EOARCC) within 18 months of assignment. As an alternative to the EOARCC, Enlisted MEO specialists may elect to attend the Equal Opportunity Advisor Course and MEO officers may elect to attend the Equal Opportunity

Program Manager's Course. **[NOTE:** Enrollment in Phase 1 of the EOARCC for either enlisted or for commissioned personnel is accomplished by submitting a Type-5 Data Information Sheet (available through each Base Education and Training Office) to NGB/DPDT via email. Enrollment in Phase 2 of the EOARCC (E5ALD3S131A017) is automatically scheduled by NGB/DPDT once notified that the member has satisfactorily completed Phase 1. In addition to the DEOMI training discussed above, MEO officers must complete the Basic Personnel Officer Course (E3OBR36P1004).]

2.5.2.3.2. Requests for extensions to these training requirements should be addressed to the ANG MEO Career Field Manager (ANG EO Program Manager).

2.5.2.4. Mentor MEO staff for professional career development.

2.5.2.5. Review EO Education and Training lesson plans/materials and coordinate approval from the Wing Commander.

2.5.2.6. Evaluate and document EO instructor's presentation skills annually. Review class critiques and give feedback to instructors regularly.

2.5.2.7. Inspect the MEO office annually to ensure compliance with all MEO programs and record keeping requirements as outlined in this instruction.

2.6. MEO Office.

2.6.1. Advisory functions:

2.6.1.1. Assist the Wing Commander in developing a base policy on equal opportunity and prevention of sexual harassment.

2.6.1.2. Advise unit commanders of adverse conditions affecting the MEO climate or of observed discriminatory circumstances whether or not a complaint has been submitted.

2.6.1.3. Advise unit commanders of human relations issues (real or perceived) that have a negative impact on morale, mission or unit effectiveness.

2.6.1.4. Advise the Wing Commander and staff offices on the management of affirmative action plans (ANGR 35-29).

2.6.1.5. Support GSU MEO programs (see 2.10.10. and 2.10.11.).

2.6.1.6. Serve as advisors for special emphasis events and ethnic observance programs. Ensure that unit members annually receive cultural information on underrepresented-groups through literature, newsletter articles, and/or other special observances (See Appendix 4 for Dates of Significance to the Equal Opportunity Program).

2.6.2. Education and Training Functions:

2.6.2.1. Ensure that EO Education and Training programs are conducted by DEOMI-qualified graduates.

2.6.2.2. Evaluate EO Education and Training lesson plans to ensure that training goals are met.

2.6.2.3. Maintain all EO Education and Training class sign-in rosters and critiques in the MEO office as directed in this instruction.

2.6.2.4. Ensure that EO Education and Training is accomplished for members assigned

to GSUs.

2.6.2.5. Provide a newcomer's orientation to all newly assigned personnel within three (3) months of their assignment.

2.6.2.6. Brief newly assigned key personnel within six (6) months of their selection or appointment as described in this instruction.

2.6.2.7. Provide Human Resource Education (HRE) to ANG personnel in a small group setting for a four (4) hour period every five (5) years as a minimum.

2.6.3. Assistance:

2.6.3.1. Provide assessment, information, referral, and other assistance to members who believe they have experienced illegal discrimination including sexual harassment.

2.6.3.2. Contact an interviewee's commander, first sergeant or supervisor if the interviewee appears to be emotionally distraught during the process of any interview to ensure that the individual receives the necessary support to safely manage his or her emotions.

2.6.4. Discrimination Complaint Processing:

2.6.4.1. Serve as a central point-of-contact to receive military complaints of unlawful discrimination (for applicability see NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System* and AFI 36-2706 *AF MEO Program*).

2.6.4.2. Ensure that all complaints are processed IAW NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*.

2.6.4.3. Conduct MEO and non-MEO ADR/mediation services.

2.6.4.4. Receive EO-related requests for information. Ensure that requests are processed in accordance with DoD and AF guidance pertaining to the Privacy Act of 1974 and Freedom of Information Act (FOIA). Consultation with base legal office is recommended.

2.6.4.5. Subject Matter Expert (SME). An MEO specialist may be appointed as an SME to assist a commander, the IG or an investigating officer (IO), when allegations of unlawful discrimination or sexual harassment are addressed outside of MEO channels. The role of an SME is to determine whether the allegations are within the MEO purview of unlawful discrimination based on, race, color, national origin, religion or gender including sexual harassment and whether or not a preponderance of evidence supports the allegations. EO complaints that are submitted against individuals below the grade of O-7 (select) will be referred to EO for processing.

2.6.4.5.1. The SME will provide subject matter expertise, advice and assistance to the unit commander, IG and/or IO during all phases of the investigation process.

2.6.4.5.2. The SME will review the Report of Investigation (ROI) to ensure that all key facts, statements and official documents submitted by the complainants, alleged offenders and/or witnesses are part of the official Air Force record. Ensure the IO addresses all allegations involving unlawful discrimination including sexual harassment.

2.6.4.5.3. The SME will also ensure that any previous attempts to resolve the allegations of unlawful discrimination including sexual harassment are part of the ROI (e.g., chain of command, ADR, etc.).

2.6.4.5.4. 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 specialist as the point of contact to assist the IO during the investigation. The MEO specialist provides assistance to the IO throughout the investigation process.

2.6.5. Assessments:

2.6.5.1. Serve as moderator for Wing Climate Assessment Committee (WCAC).

2.6.5.2. Conduct Unit Climate Assessment visits (AFP 36-2704, *MEO Unit Climate Assessment Program*).

2.6.5.3. Conduct the Out-and-About program as described in this instruction.

2.6.5.4. Identify problems, practices, and procedures that may adversely affect the mission and assigned personnel. Recommend corrective or preventive actions and monitor progress toward resolution.

2.6.5.5. Be alert to the occurrence of Equal Opportunity and Treatment Incidents (EOTIs) and (in consultation with Commander and SEEM) make a determination about the reporting of each incident (based on seriousness and ramifications) to NGB-EO. In determining seriousness of any event, consider the incident as well as how the human relations climate may be affected given unique local factors. Each incident will be documented through a memorandum for record (see AF Handbook 33-337, *The Tongue and Quill*) summarizing pertinent information including the date and nature of the incident and the action taken.

2.6.5.6. Evaluate officer and enlisted selection processes to ensure that all qualified members have an equal opportunity to apply for vacancies.

2.6.5.7. Encourage a diverse make-up of officer selection and enlisted promotions boards and ensure that board members are aware of base Affirmative Action Plan goals.

2.6.5.8. Conduct annual evaluation or self-inspection of the EO program to ensure compliance with current instructions.

2.6.6. Reporting Requirements:

2.6.6.1. Prepare reports annually for submission to NGB-EO summarizing activity for the preceding fiscal year. Completed reports will be compiled and signed by the Chief, MEO and the Wing Commander. The original will be submitted to the ANG EO Program Manager at NGB-EO, and a copy will be sent to the SEEM. The following reports are required:

2.6.6.1.1. MEO Annual Report (Attachment 4, MEO Form 36-7). This report will summarize the status of EO Education and Training and will report the number and nature of complaints received and processed over the fiscal year. It will also contain summary data about the racial and gender mix of the unit and information about selected MEO programs. The report will be submitted no later than 15 January following the close

of the preceding fiscal year.

2.6.6.1.2. Affirmative Action Plan Report (ANGR 35-29). Many aspects of the AAP can be addressed through the WCAC process. This report will outline the progress made in achieving the established EO goals as reflected in the AAP for the organization. It will also assess the achievements and/or shortfalls and will include action plans targeted to correct problems or conditions that currently exist. The report will be submitted to NGB-EO no later than 60 days after the close of the fiscal year.

2.6.6.2. Assessments and input from the WCAC may be included in the AAP or the MEO Annual Report. Appropriate information may include quantitative and qualitative factors assessed during the WCAC, program innovations, problems/solutions, lessons learned and recommendations for improving the MEO program.

2.6.6.3. Forward a synopsis of all closed MEO formal complaints to the Wing Commander for review in a timely manner following their closure.

2.6.6.4. ANG MEO offices will assist the SEEM by providing summary data for compiling the annual Sexual Harassment Prevention Report (due on 15 May to NGB-EO). Summary data includes: 1) the number of personnel given POSH training annually (30 April to 30 April); and 2) type of training conducted (e.g.: briefing/lecture, video, computer based training, interactive discussion).

2.7. Unit Commanders.

2.7.1. Support and enforce MEO policy.

2.7.2. Ensure that all EO complaints are processed IAW NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*.

2.7.3. Ensure that unit members are briefed annually of their right to file MEO complaints, inform them that reprisal, illegal discrimination and sexual harassment are not tolerated, and that appropriate disciplinary/corrective action will be taken if illegal discrimination or reprisal is substantiated.

2.7.4. Ensure that unit personnel fulfill the EO Education and Training requirements of this instruction.

2.7.5. Take action to end unlawful discrimination or sexual harassment when a formal MEO complaint/incident is substantiated and provide the MEO office a summary of actions taken against the individual found to have discriminated.

2.7.6. Gather information necessary to clarify and address circumstances surrounding allegations by unit members of discrimination whether or not a member elects to file a complaint with the MEO office.

2.7.7. Provide the MEO office with a written memorandum regarding substantiated or unsubstantiated issues when handled within the unit, including Commander Directed Investigations (CDI). The memorandum must include the name, grade, race, gender and AFSC of each participant and action taken. **NOTE:** Commanders do not have authority to take a complaint submitted to an MEO office for consultation or informal resolution and transfer it to command channels for resolution by a commander-directed inquiry or investigation.

2.7.8. Correct any management deficiencies surfaced through examination of a complaint when discrimination is alleged.

2.7.9. Provide MEO Chief with memo recommending approval/disapproval on requests by unit members to retrain into the MEO career field. The memo will include a statement indicating that the applicant does not have any record of disciplinary action or financial irresponsibility.

2.7.10. Ensure that personnel actions are carried out fairly and offer all members an equal opportunity to advance in the organization. Officer selection and promotion board members should be familiar with base Affirmative Action Plan goals and avoid creating real or perceived barriers to fairness for underrepresented members.

2.8. Staff Judge Advocate (SJA). Provide legal opinions, instructions and guidance concerning MEO policies and procedures. Review all ROIs for legal sufficiency.

2.9. Security Forces (SF). Develop policies and procedures for security forces involved in EOTI control and investigation.

2.10. Geographically Separated Unit (GSU) Commander.

2.10.1. Provide an environment that is free from unlawful discrimination and sexual harassment.

2.10.2. Investigate allegations of unlawful discrimination or sexual harassment IAW NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*.

2.10.3. Direct the assessment of the human relations climate at GSUs (see 3.6.2.). The GSU commander will schedule Unit Climate Assessments (UCAs). The host MEO office will perform UCAs for GSUs with the assistance of the designated MEO representative assigned to the GSU.

2.10.4. Ensure that unit members know their right to file MEO complaints without fear of reprisal.

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

2.10.6. Provide 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.

2.10.7. Ensure that the host MEO office (or chain of command) is made aware of EOTIs within 24 hours of occurrence.

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

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

2.10.10. 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.

2.10.11. The host MEO office will:

- 2.10.11.1. Provide complaint-processing assistance for GSU commanders.
- 2.10.11.2. Outline services provided by the host MEO office.
- 2.10.11.3. Ensure that members receive EO Education and Training as required.

Chapter 3

MEO PROGRAM ADMINISTRATION

3.1. General Information. The ANG implements five core elements defined by the Secretary of Defense (SECDEF) to assist commanders in measuring MEO program effectiveness. Chapter 3 is organized by these five core elements, these are: policy, communication, education and training, enforcement (complaints) and assessments. Documentation of all aspects of the MEO program is required and essential to properly track and evaluate program effectiveness.

3.2. Policy. Assist commanders in establishing and articulating local policy statements regarding reprisal, unlawful discrimination, sexual harassment prevention.

3.3. Communication. ANG Equal Opportunity policies will be disseminated through EO Education and Training, pamphlets, unit newsletters/newspapers, base cable television, satellite conferences and base-wide special observances.

NOTE: With regard to communications from unit members, the MEO office does not have confidentiality when receiving information concerning unlawful discrimination or sexual harassment. The MEO office will advise members with allegations of unlawful discrimination or sexual harassment who decline to file an informal MEO complaint that the MEO office may notify the appropriate commander, document the allegations and follow-up until closure. MEO personnel will respect the privacy of all individuals seeking guidance or information except when required to report in accordance with appropriate directives or in cases of the violation of law.

3.3.1. Publicizing Programs.

3.3.1.1. The MEO office must post all MEO policies in high visibility areas. MEO staff member names, office location and telephone number will also be posted (staff photographs are recommended).

3.3.1.2. The MEO office must publicize procedures for filing complaints of unlawful discrimination and sexual harassment.

3.3.2. Developing a Referral Guide.

3.3.2.1. The MEO office will develop and maintain a referral guide. In preparing the guide the MEO staff should consult with various base offices (e.g.: Family Support Group, Chaplain, Employee Assistance Program Coordinators, the SEEM) for applicable community counseling and education resources.

3.3.2.2. Referral guide should be provided to commanders, first sergeants, recruiters and other key personnel.

3.4. EO Education and Training. EO Education and Training is conducted on a mandatory and periodic basis for all personnel (DoD Directive 1350.2). The program is intended to improve/achieve equal opportunity within the ANG and to eliminate and prevent conditions that adversely affect mission readiness (i.e.: tension, unrest, and violence associated with harassment and discrimination). The program provides information about a broad spectrum of organizational and human relations concerns. Human relations encompasses the interaction

between members of the Armed Forces--including all persons belonging to the majority and minority groups; racial groups; men and women.

3.4.1. Newcomer's Orientation.

3.4.1.1. All personnel newly assigned to the unit/base will be scheduled to attend an EO newcomer's orientation within three (3) months of their assignment. The orientation should last at least 30 minutes and may be integrated with other base-wide orientations.

3.4.1.2. Attendance rosters will be maintained in the MEO office for a minimum of five (5) years. It is recommended that rosters document course title, training date, instructor's name, and attendee's name and social security number.

3.4.1.3. The Newcomers Briefing will be designed taking into consideration the local issues and EO climate. AF lesson plans for the Newcomers Briefing will be used as a guide and may be modified for local use. The briefing will address the essential elements listed below:

3.4.1.3.1. Names of all MEO personnel, office location and phone number.

3.4.1.3.2. ANG and Wing Commander's equal opportunity policies.

3.4.1.3.3. Basic awareness that there is system for processing discrimination complaints and basic information on how to access the system.

3.4.1.3.4. Role of MEO in mission accomplishment.

3.4.1.3.5. Each member's responsibility for prevention of discrimination and sexual harassment.

3.4.1.3.6. Review of the surrounding community (50-mile radius) demographics and unit demographics.

3.4.1.3.7. Civil Rights Act of 1964 (as amended) and the Affirmative Action Program.

3.4.1.3.8. Drug testing and substance abuse policies.

3.4.2. Human Relations Education (HRE).

3.4.2.1. All ANG members will receive four (4) hours of HRE every five (5) years. This may be in a single block of instruction or offered in modules over the time period.

3.4.2.2. Members returning from Basic Military Training (BMT) will be scheduled to attend HRE within six (6) months of their assignment to the base. This HRE is in addition to the Human Relations/EO training that is provided at BMT and the Newcomer's Briefing received at the assignment base.

3.4.2.3. HRE is to be scheduled frequently enough to maintain a class size of not more than 35 people. Large group instruction is not acceptable. HRE succeeds by combining excellent instruction and training in an environment that encourages personal introspection as well as interaction and communication between participants. Films and closed circuit television may be used in concert with small group, but not *instead of* face-to-face interaction of attendees and instructors. The assignment of proper classroom facilities and scheduling of individuals will be given priority.

3.4.2.4. Reasonable attention and efforts should be given to achieving representation in HRE classes on the bases of race, gender and ethnic composition.

3.4.2.5. Particular effort should be given to including in HRE classes those individuals who are in a position to influence the careers of the unit members (i.e.: commanders, senior NCOs, career counselors, and recruiters).

3.4.2.6. Attendance rosters and class critiques will be maintained in the MEO office for a minimum of five (5) years. It is recommended that rosters document course title, training date, instructor's name, and attendee's name, rank, organization and social security number.

3.4.2.7. Attendance at HRE training will be updated in the Personnel Data System within 90 calendar days of its completion.

3.4.2.8. HRE will be designed taking into consideration the local issues and EO climate. The AF lesson plan for the "First Duty Station Briefing" will be used as a guide and may be modified for local use. The final lesson plan will include the following core curriculum for HRE includes the following topics:

3.4.2.8.1. Leadership roles and responsibilities for MEO program

3.4.2.8.2. The MEO program as a unit readiness issue

3.4.2.8.3. General information on complaint processing (to include reprisal prevention)

3.4.2.8.4. Unlawful discrimination

3.4.2.8.5. Sexual harassment

3.4.2.8.6. Basic information about submitting a complaint

3.4.2.8.7. Personal and subtle racism

3.4.2.8.8. Institutional racism

3.4.2.8.9. Extremism and hate groups

3.4.2.8.10. Demographics (e.g., changes in the composition of the base population in terms of ethnic, racial, and gender factors; reference to demographics of the officer and enlisted ranks based on these criteria; trends and changes taking place in rank demographics; demographics of the surrounding community)

3.4.2.8.11. Local Affirmative Actions Plan (review goals and objectives)

3.4.2.8.12. Civil Rights Act of 1964, as amended

3.4.2.8.13. Substance abuse policy and program

3.4.2.9. Additional HRE topics intended to improve the human relations environment may include information on:

3.4.2.9.1. Organizational diversity

3.4.2.9.2. Communications skills (i.e.: talking and listening skills, verbal and nonverbal language)

3.4.2.9.3. Assertiveness skills

3.4.2.9.4. Cultural values

3.4.2.9.5. Gender roles and gender communication

3.4.3. Prevention of Sexual Harassment (POSH) Training.

3.4.3.1. ANG members will receive POSH training at least once every two (2) years. The MEO office staff will consult with base/unit commanders to determine the type and amount of training to be provided (i.e.: lecture, discussion, video, computer-based training, etc.). This determination will be based on the needs for training within each unit as recognized by unit leadership, and through data from unit climate assessments, and the analysis of other relevant data.

3.4.3.2. Attendance rosters will be completed by the MEO office and maintained for a minimum of four (4) years. It is recommended that rosters document course title, training date, instructor's name, attendee's name, rank, organization and social security number.

3.4.3.3. Appropriate training includes the following:

3.4.3.3.1. Definition and understanding of sexual harassment and the characteristics of a hostile workplace.

3.4.3.3.2. Definition and understanding of gender role norms and gender discrimination.

3.4.3.3.3. Leadership role in creating a professional organizational climate.

3.4.3.3.4. Organizational and individual responsibility for prevention of sexual harassment.

3.4.3.3.5. Basic strategies and skills necessary for members to end the occurrence of sexual harassment (reporting options and/or other appropriate methods).

3.4.3.3.6. General information about how to submit a complaint for sexual harassment

3.4.3.3.7. Reprisal prevention.

3.4.4. Other Sources of EO Education and Training:

3.4.4.1. At the invitation of commanders, directors, or agency chiefs, DEOMI trained MEO personnel will provide special seminars or workshops tailored to meet unit human relations needs.

3.4.4.2. As requested by commanders, MEO staff will provide briefings on sexual harassment and discrimination policies and the prevention of policy violations prior to major deployments and unit activation.

3.4.4.3. EO Education and Training will be presented at the ANG Leadership Schools and the NCO Academy. The ANG Academy of Military Science will present a minimum of five (5) hours of EO Education and Training (i.e.; HRE). These programs will be approved by NGB-EO.

3.4.4.3.1. EO Education and Training portions of above courses will be taught by DEOMI-trained instructors.

3.4.4.3.2. Lesson plans of above courses will be based on EO Education and Training

objectives approved by the Commander, Professional Military Education Center and NGB-EO.

3.4.4.3.3. An individual requirement to attend base-level refresher training is fulfilled for a 5-year period following successful graduation from the Academy of Military Science, as well as in-residence training at ANG Leadership School, NCO Academy, Senior NCO Academy, Squadron Officer School, Air Command and Staff College, and Air War College.

3.4.4.3.4. MEO offices will complete in a timely manner other EO Education and Training requirements as directed from the Chief of Staff of the Air Force and the Secretary of the Air Force.

3.4.5. Key Personnel Briefings

3.4.5.1. Key Personnel Briefing (KPB) provide commanders, senior enlisted advisors, first sergeants, and other senior personnel with information on the MEO program, responsibilities, and MEO statistical data. The KPB gives the MEO staff an opportunity to market the program and promote good customer relations.

3.4.5.2. The MEO personnel will prepare a KPB. The briefing should convey the MEO staff's professionalism and support of the wing human relations climate. The AF lesson plan for the KPB will be used as a guide and may be modified for local use.

3.4.5.3. Brief newly assigned key personnel within six (6) months of their appointment.

3.4.5.4. Attendance at KPBs will be documented (i.e.: by roster, memorandum, etc.) in the appropriate unit continuity file and maintained on record until the individual is replaced and their replacement is briefed. Key personnel who move to another position on the same base do not required completion of another KPB.

3.4.5.5. The briefing will:

3.4.5.5.1. Clarify the scope and limitations of the MEO program.

3.4.5.5.2. Orient new leadership to equal opportunity policies and the MEO program (include information about EO Education and Training requirements, discrimination and the prevention of sexual harassment).

3.4.5.5.3. Explain EO program responsibilities of commanders, supervisors, other key personnel and MEO staff.

3.4.5.5.4. Discuss complaint-processing procedures and responsibilities.

3.4.5.5.5. Outline the WCAC program.

3.4.5.5.6. Describe unit assessment requirements and options (UCA, MEOCS and the Out and About Program).

3.4.5.5.7. Describe the special emphasis observance program and options.

3.4.5.5.8. Discuss policies regarding religious accommodations and dissident/hate groups.

3.4.5.5.9. Advise commanders of their role in supporting the Drug Testing Program and their responsibility to be aware of instances of alcohol abuse within their unit, to counsel

members and/or make referrals for professional assistance where needed.

3.4.6. Using Audiovisual Materials. The MEO office may use audiovisual media that support locally developed EO Education and Training lesson plan objectives. The Chief, MEO and the commander must approve audiovisual materials used.

3.5. Enforcement. The MEO office will serve as the central point-of-contact to receive complaints of unlawful discrimination. MEO will also serve as advisor to the commander regarding NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*. **NOTE:** Title VI military EO complaints are processed under NGR 600-22/ANGI 36-3 and that Title VII technician EEO complaints are processed under NGR (AR) 690-600/NGR (AF) 40-1614, Volume II.

3.5.1. ANG MEO Specialists on Active Duty. MEO specialists serving in active duty training or active duty special work under Title 10, U.S.C., Section 12301 are subject to the complaint processing system contained in AFI 36-2706. Additionally, MEO specialists on active duty as noted above are governed by the sexual harassment reporting and processing guidance contained in Title 10, U.S.C., Section 1561, *Complaints of Sexual Harassment: Investigation by Commanding Officers*.

3.5.2. Complaints Involving ANG Personnel on Active Duty.

3.5.2.1. 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. The specific title or law under which an ANG member is serving dictates the specific action or help that should be offered by the ANG MEO office.

3.5.2.2. 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 parent-ANG MEO representative and State Equal Employment Manager (SEEM). Document referral actions on AF Form 1587.

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

3.5.2.4. After the complaint clarification process is complete, the MAJCOM or installation where the complaint was processed makes notification of the outcome to: NGB-EO, the Adjutant General of the complainant's State (through the SEEM) and to the complainant.

3.5.3. Alternative Dispute Resolution (ADR). With the approval of the commander concerned, 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.

3.5.3.1. Not all MEO cases are appropriate for ADR.

3.5.3.2. ADR may be appropriate if the MEO office answers negatively to the following two questions:

3.5.3.2.1. Should the MEO office refer this case for command action? (If administrative action appears appropriate because of the nature or severity of the case,

the MEO office will not recommend ADR.)

3.5.3.2.2. Will ADR of this case have a negative impact on unit morale, combat readiness or mission accomplishment?

3.5.3.3. Explain to the disputants that ADR is an alternative informal process to resolve concerns or allegations of unlawful discrimination and sexual harassment (workplace-related only).

3.5.3.4. Potential ADR facilitators will have a NGB-EO ADR Certification Letter acknowledging that the NGB-EO ADR Program Manager has received and reviewed the individual's *Mediator & Facilitator Profile* and has acknowledged the member's completion of the following three qualifications:

3.5.3.4.1. At least 32-40 hours of basic ADR training (training that is generally recognized in the dispute resolution profession)

3.5.3.4.2. At least three co-ADR experiences with a qualified individual practiced in ADR or five independent ADRs and positive evaluations from a qualified trainer/evaluator

3.5.3.4.3. References from at least two individuals qualified in ADR or a trainer/evaluator

3.5.3.5. For additional information (i.e.: on approving and initiating cases for ADR, the role of the MEO office in conducting ADR, etc.) see the section on ADR/Facilitation in AFI 36-2706, *Military Equal Opportunity Program*, also guidance should be sought from the State Alternative Dispute Resolution Coordinator, and/or the NGB-EO ADR Program Manager.

3.5.4. Immediate Referrals.

3.5.4.1. 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 IG, or SF and document on AF Form 1271.

3.5.4.2. 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. Such issues are not within the purview of the MEO program. The MEO office will document these issues on AF Form 1271.

3.5.4.3. All allegations of unlawful discrimination or sexual harassment filed by Title V civil service employees and Title 32 technicians to the MEO office must be immediately refer to the appropriate EEO official. Document referrals on AF Form 1271.

3.6. Assessment. MEO will: Provide commanders with information about the condition of human relations in their unit by conducting Unit Climate Assessments (or advise on the use of the DoD Military Equal Opportunity Climate Survey [MEOCS]); Conduct Out-and-About Program visits to units (Document on AF Form 1271); Organize and moderate the Wing Climate Assessment Committee; Act as the OPR for the Wing Affirmative Action Planning Program (see ANGR 35-29).

3.6.1. Wing Climate Assessment Committee (WCAC). A committee of key base personnel and commanders that review annual statistics/trends and develops countermeasures to

neutralize any areas of concern related to the Wing/Base EO and human relations climate.

3.6.1.1. The WCAC members provide the Wing Commander, and commanders of subordinate/associate units, GSUs, and the Command Chief Master Sergeant with an assessment of the human relations climate in the organization.

3.6.1.2. The Wing Commander will chair the WCAC at least annually. The WCAC will be held within two (2) months following the close of the fiscal year (October or November).

3.6.1.3. The WCAC committee members will provide their data and analysis to the Chief, MEO one UTA prior to the scheduled meeting. Data will summarize the preceding fiscal year.

3.6.1.4. MEO will schedule the WCAC meeting and will compile and consolidate input from the committee members' to develop the agenda.

3.6.1.4.1. The WCAC agenda will include a review of data provided by each WCAC member.

3.6.1.4.2. Additional agenda items may be directed by the commander or suggested by WCAC members with commander approval (e.g.: discussions on strengthening and supporting the base EO program, diversity efforts, development of special emphasis observances).

3.6.1.5. The Chief, MEO, will serve as the moderator for the annual WCAC meeting. MEO reviews, tracks, and reports on human relations factors that impact mission effectiveness.

3.6.1.6. If the WCAC determines that significant disparities exist that negatively impact the productivity and effectiveness of the installation and the overall human relations and EO environment, the WCAC must develop a plan to address the noted disparities.

3.6.1.7. The Wing Commander approves the strategies and implements (or approves implementation of) the resolution processes developed by the WCAC.

3.6.1.8. At the discretion of the Wing Commander, the Chief, MEO may call subsequent meetings with the WCAC members to assess action plans approved by the WCAC.

3.6.1.9. The MEO office will prepare the WCAC minutes (within 45 days) for the commander's approval and signature and will maintain all meeting minutes. In the WCAC minutes, MEO will document the human relations factors assessed, the human relations climate findings and the corrective action plan if applicable. WCAC documentation will be maintained for a minimum of two (2) years.

3.6.1.10. WCAC members and data. The WCAC members represent the offices of primary responsibility (OPR) for their functional programs. WCAC member reports should summarize their data demographically (i.e., by gender, race, etc.) and offer an analysis of their reported data with respect to base equal opportunity and diversity. Members will report on how the factors within their purview affect base demographics and the human relations climate.

3.6.1.11. WCAC members are listed below and should be appointed in writing:

3.6.1.11.1. MEO Office. The MEO office will provide a summary analysis of Unit Climate Assessments conducted, numerical breakdown of discrimination and sexual harassment complaints, Equal Opportunity and Treatment Incidents (EOTI) and assistance provided during the reporting period.

3.6.1.11.2. Inspector General (IG). The IG is responsible for offering general information pertaining to complaints processed during the reporting period. Data will include demographic breakdown of complainants (i.e., by gender, race, etc.).

3.6.1.11.3. Security Forces (SF). The SF will provide information on criminal and misdemeanor incidents that may negatively impact the human relations climate (e.g., assaults, vandalism, thefts, apprehensions and citations).

3.6.1.11.4. Staff Judge Advocate (SJA). The SJA will provide information regarding disciplinary actions administered during the reporting period, such as Articles 15 and courts-martial.

3.6.1.11.5. Military Personnel Flight (MPF). MPF will provide a summary by race, ethnicity and gender of the following categories: base composition, senior enlisted (E7-E9) composition, senior commissioned rank (O4-O7) composition, airman recruiting and commissioning, airman and officer promotions, officer accessions, CDC failure, judicial punishments, involuntary separations, and retention.

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

3.6.1.11.7. Services. Services will report on the availability of activities and facilities (e.g., dining facilities, lodging, local survey results, etc.) based on needs of the local base community.

3.6.1.11.8. Human Resources Advisor (HRA). HRA will report on the status of wing diversity initiatives (mentoring program, diversity training, minority recruiting efforts, etc.).

3.6.1.11.9. Other Members. The Wing Commander may appoint additional members, as deemed appropriate. Additional appointments should be in writing and filed with MEO WCAC records. Other members may include, but are not limited to: Recruiting and Retention, Family Support Group, Public Affairs, Community Manager and representatives from other units and associate units as appropriate. These agencies can assist in identifying other internal or external factors impacting the human relations climate. The commander may task these agencies to report their data as needed. The commander may also direct an installation-wide climate survey. The WCAC may use this data in conjunction with other assessments provided by the OPRs.

3.6.1.12. The commander may direct a base-wide climate survey, the MEO office will advise on the use of the UCA survey or the DEOMI-administered MEOCS.

3.6.2. Unit Climate Assessment Program. The UCA program uses one of the following assessment tools as selected by the given unit commander: the Unit Climate Assessment (UCA) or DoD Military Equal Opportunity Climate Survey (MEOCS). The purpose of a UCA or MEOCS is to assist commanders at all levels in assessing positive and negative factors of the

human relations climate in their organization. Detailed guidance on conducting a UCA is contained in AFPAM 36-2704, *Military Equal Opportunity Unit Climate Assessment Program*. MEOCS Information (including: background, talking papers, expected results, etc.) is available from DEOMI located at Patrick, AFB, Florida (<https://www.patrick.af.mil/deomi/deomi.htm>).

3.6.2.1. UCA/MEOCS Requirements.

3.6.2.1.1. The MEO office will brief assessment programs to all commanders during the KPB.

3.6.2.1.2. The MEO office must conduct assessments on units with more than 50 military personnel assigned every four (4) years. The MEO office will conduct assessments within six months of a commander assuming command and within every four years thereafter. The MEO office will also conduct assessments upon the request of the commander. **NOTE:** With a new commander's concurrence, the MEO office may waive the requirement to do assessments within six months of assumption of command if a UCA was conducted within six months prior to the new commander assuming command.

3.6.2.2. Conducting the UCA.

3.6.2.2.1. 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. Prior to conducting the UCA, the UCA team must obtain the unit commander's approval of the methods employed to assess unit effectiveness.

3.6.2.2.2. In the course of conducting the UCA surveys and/or interviews the assessment team must maintain focus on UCA objectives.

3.6.2.2.3. Commanders should encourage unit members to participate in surveys and/or interviews. Participation in completing a specific assessment tool is strictly voluntary.

3.6.2.2.4. Commanders desiring to survey employees who are not in a drill status (i.e.: State employees) will work through the appropriate personnel office. Due to the voluntary nature of UCA participation, the unit or Wing Commander will coordinate a memorandum with the human resources office (located within the each State National Guard headquarters) requesting inclusion of technicians. ANG technicians who are bargaining unit members may participate in the UCA and it is recommended that the union representative be consulted prior to beginning a UCA. The Union official should be given an opportunity to review the survey and provide input. The UCA team chief will file coordinating memorandums in the unit's continuity folder. Depending on local circumstances, an inclusion memorandum may be required once, periodically or prior to each UCA.

3.6.2.2.5. If, during the assessment, a member of the unit files a formal or informal complaint of unlawful discrimination or sexual harassment, the MEO office will temporarily suspend the assessment and brief the unit commander on the complaint. After the MEO office briefs the impact of the complaint on the assessment, the unit commander will determine whether to continue, suspend or terminate it. It is recommended that, the commander suspend the assessment as the individual circumstances of a specific complaint may detract from an objective assessment of the overall human relations climate. Once the complaint is closed, the commander may elect

to resume the assessment.

3.6.2.2.6. The assessment team will consist of the Chief, MEO and MEO specialists. The Chief, MEO, or designated representative will serve as the team chief. The number of team members will vary according to local mission, priorities and staffing. The Chief, MEO may appoint and train other team members who are not MEO Specialists as appropriate.

3.6.2.3. Initial Preparation:

3.6.2.3.1. 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.

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

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

3.6.2.3.4. Prior to the visit, the team will obtain a preliminary picture of the unit by reviewing/assessing the unit's mission, organizational structure, work center locations, duty hours, and demographic composition of unit personnel.

3.6.2.3.5. The team will review all closed formal complaints, informal complaints, informal assistance and incidents related to the unit to determine trend data. The team must assess the potential impact of trend data on the unit's human relations climate.

3.6.2.3.6. The team will review data from various sources to recognize the development of trends and potential problem areas that may affect unit effectiveness. Sources may include, but are not limited to NGB Form 333, *Discrimination Complaint in the Army and Air National Guard*; AF Forms 1271, *Record of Assistance*; EOTIs (minor, serious and major).

3.6.2.3.7. Various base offices work to resolve issues that impact unit effectiveness, therefore, the UCA team should review data from offices where members may have filed complaints or expressed grievances. Offices may include, but not limited to MEO, IG, SF, HQ human resources office and EEO.

3.6.2.4. Types of Climate Assessments.

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

3.6.2.4.2. UCA Type II. Type II includes survey distribution and analysis and requires a final written report.

3.6.2.4.3. UCA Type III. Type III 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.

3.6.2.4.4. DoD MEOCS. The MEOCS assessment method includes, survey distribution,

analysis, and a written report prepared by DEOMI staff. This option may also include survey validation through interviews and focus groups using information derived from the MEOCS analysis.

3.6.2.5. UCA Briefings.

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

3.6.2.5.2. UCA Type I and the DoD MEOCS require a minimum of three meetings: the in-brief, the post-survey brief and the out-brief.

3.6.2.5.3. UCA Types II and III require two briefings: the in-brief and the out-brief.

3.6.2.5.4. UCA Type I requires a post-survey briefing. The post survey briefing provides commanders with an analysis of survey responses and verbatim extracted from the written responses by survey respondent's comments (quotes should avoid disclosure of respondent). The post-survey briefing allows for the formulation of interview questions based on initial survey findings.

3.6.2.5.5. An out-brief is required after all UCA information has been analyzed, tabulated, evaluated and administratively processed. For UCA Type II, the post survey briefing is sufficient and serves as the out-brief.

3.6.2.6. Survey and Interview Administration.

3.6.2.6.1. Surveying

3.6.2.6.1.1. 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. The commander may, at their discretion, contribute additional questions to the survey.

3.6.2.6.1.2. Random selection of personnel. If the entire unit is not surveyed, participants in the survey will be randomly selected. It is optimal that the number of individuals selected to participate in the survey is large enough that the results may be said to reflect the reality of the unit's human relations climate. In smaller units (i.e.: 60) this may require that a larger percentage of unit members participate in the survey in order to accurately assess the unit climate. Some attention should be given to having the survey reflect the demographic mix of the unit.

3.6.2.6.1.3. 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.

3.6.2.6.1.4. Survey return. In collecting surveys, care should be taken to avoid misuse of the data and to provide safeguards that will prevent completed surveys from passing through a third party.

3.6.2.6.1.5. 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.

3.6.2.6.2. Interviewing

3.6.2.6.2.1. Interview questions are reviewed and approved by the commander. The commander may provide the team with additional questions when the need for clarification arises during the interview process.

3.6.2.6.2.2. 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 groups interviews. The commander must approve the interview method.

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

3.6.2.6.2.4. A representative mix of personnel in the unit will be selected for interviewing based on gender, race, national origin, grade, AFSC and operational function.

3.6.2.6.2.5. The assessment team will interview unit members from all work shifts (when feasible).

3.6.2.7. Final Report.

3.6.2.7.1. The final report culminates the UCA or DoD MEOCS. DEOMI research personnel compile a summary report on the findings of any DoD MEOCS. The MEO staff prepares the final report on UCA findings providing a record of the assessment and relevant information gathered from the review of trend data, post survey meeting and interviews. The final report will not contain new or unexpected information or individually identifiable comments extracted from the survey.

3.6.2.7.2. Protection of Sensitive Data. A UCA may reveal many personal problems and concerns. Often survey participants will mention names and make allegations about the conduct of others. Use common sense and good judgment when working with this information. In instances of the discovery of discrimination or harassment, 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 survey participants or to the commander. That role as an agent to improve the unit EO climate and mission readiness. **NOTE:** in most circumstances the success of the UCA may best be served through careful or limited disclosure of information sources to the commander.

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

3.6.2.7.4. The final report will be marked "FOR OFFICIAL USE ONLY" and a copy of the final UCA report will be maintained in the applicable unit continuity file for a minimum of four (4) years. **NOTE:** Under no circumstances will the UCA report (or any related UCA correspondence and memoranda) contain specific names or identifying information. The unit or installation commander is the only individual who can authorize release of this data.

3.6.2.7.5. The commander must receive the final written report no later than 60 calendar

days (two UTAs) after the out-brief.

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

3.6.2.7.7. Original survey documents that include identifying information should be destroyed following the completion of the final report and UCA.

3.6.2.7.8. If interviews produce names of individuals purportedly involved in discrimination, do not identify these individuals by name in the written report. The UCA out-brief is the forum for identifying people by name to the commander if such action is deemed necessary.

3.6.2.7.9. A UCA is intended to raise and identify issues and, as such, does not serve as an official inquiry or investigation. A UCA final report is not a substitute for the MEO complaint process or any official inquiry or investigation and the UCA team and commanders will not use UCA reports for these purposes.

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

3.6.2.7.11. The commander requesting the UCA retains the original copy of the UCA final report.

3.6.2.7.12. The MEO office is the records custodians for UCA reports and is responsible for:

3.6.2.7.12.1. Maintaining UCAs 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 DoD 5400.7-R/Air Force Supplement, paragraph C3.2.1.5]).

3.6.2.7.12.2. Processing functional requests and FOIA requests (DoD 5400.7-R/Air Force Supplement).

3.6.2.7.13. SJA and the commander for which the UCA is rendered will coordinate requests for release of the UCA report, IAW DoD 5400.7-R/Air Force Supplement.

3.6.2.7.14. UCA 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 Form 3969 for completion. Once the critique is completed, the MEO office files the critique in the unit continuity folder.

3.6.3. The Out and About Program: A process used to gather MEO/human relations information affecting base personnel.

3.6.3.1. The MEO staff will conduct Out and About Program visits each month, deferring to other mission requirements. As preparation, commanders should be made aware of the Out and About Program well in advance (e.g.: at the Key Personnel Briefing). Each unit will be visited at least once in each 2-year period and more often as possible and necessary. Visits will be documented on AF Form 1271. The MEO office will file completed AF Form 1271s in local files or in the appropriate unit continuity folder.

3.6.3.2. Informal presence on base in various work areas is encouraged and serves to build comfort with and trust toward the MEO office. Such visits and interactions serve as a useful means to increase MEO awareness of the base EO climate and may be documented on AF Form 1271.

3.6.3.3. Observations and discussions will focus on MEO/human relations factors that impact morale and mission readiness and may include but are not limited to:

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

3.6.3.3.2. Accessibility to unit leadership.

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

3.6.3.3.4. Workplace conditions/environment.

3.6.3.3.5. Dormitory conditions/environment, locker rooms. Graffiti.

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

3.6.3.3.7. General impressions.

3.6.4. Conducting Informal Assistance. Informal assistance may include non-MEO referrals, non-MEO ADR/facilitation 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. The MEO office will provide assistance (e.g., referral to chain of command, EEO, commander, etc.) and document the visit on AF Form 1271. Do not document specific allegations of unlawful discrimination or sexual harassment on AF Form 1271. See Attachment 2 for a sample AF Form 1271.

3.7. Program Administration at Geographically Separated Units (GSUs). A GSU is any installation to which ANG personnel are assigned that does not have a MPF and/or a MEO specialist.

3.7.1. Program Support. It is essential that the GSU commander employ all resources available in operating a MEO program. State headquarters with GSUs will ensure that available resources (chaplain, legal, SF, etc.) are obtained to support MEO programs.

3.7.2. Equal Opportunity and Treatment. The small unit features of GSUs provide unique challenges and opportunities in the MEO area. Typically, the close environment makes maintenance of harmonious human relations particularly important. GSU commanders must publish a policy statement, must ensure that MEO policies and procedures are well understood by their personnel, and ensure that policies are fully implemented.

3.7.3. MEO Program Representative. The commander will appoint an officer or NCO (TSgt or above) to carry additional duties as a MEO program representative. With assistance from the host wing MEO Chief, the GSU MEO representative will receive orientation to all aspects of the MEO program including documentation requirements. When appointing a MEO program representative, commanders will adhere to the selection guidelines outlined in 3.8.2., *Evaluating MEO Applicants and Retention of the MEO AFSC*.

3.7.4. Assistance Visits. MEO personnel from the host wing will make annual MEO

assistance visits to each GSU to provide training to the MEO representative and to ensure effective program management. Assistance visits will be documented on AF Form 1271 and filed in the appropriate unit continuity file. Care should be taken not to engage the MEO representative in functions that require DEOMI trained personnel.

3.8. MEO Office Administration

3.8.1. Setting Up MEO Office Facilities.

3.8.1.1. The MEO office should be located in an area on the base to which all personnel have easy access.

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

3.8.1.2.1. Private consultation areas.

3.8.1.2.2. Classroom for HRE that allows chairs (tables, etc.) to be reconfigured for small group exercises.

3.8.1.2.3. Locking cabinet to secure confidential notes, interviews, complaint files, and other documents protected by the FOIA.

3.8.1.2.4. Accessibility for people with a disability.

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

3.8.2. Evaluating MEO Applicants and Retention of the MEO AFSC.

3.8.2.1. The standards discussed below are guidelines for evaluating the potential effectiveness of individuals applying to enter the MEO career field. The standard for selecting new MEO staff members applies to the award of the MEO AFSC and to retention of the AFSC. Failure to maintain these standards may interfere with effective MEO service and should be documented; withdrawal of the MEO AFSC may be appropriate and necessary.

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

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

3.8.2.4. Brief enlisted applicants on MEO career field promotion opportunities. Brief officer applicants on the role of MEO in the personnel career field.

3.8.2.5. Application package will include a statement from the applicant stating their reasons for wanting to retrain into the MEO career field. Applicant desires to serve should focus on meeting the requirements of the ANG, AF, DoD and the MEO career field and not to satisfy a personal agenda.

3.8.2.6. MEO Chief will consult with the applicant's commander to ascertain the applicant's qualifications for the MEO career field.

3.8.2.7. An MEO applicant should be evaluated in the following areas:

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

3.8.2.7.2. Skills in completing structured tasks and activities.

3.8.2.7.3. Written and verbal communication skills.

- 3.8.2.7.4. Military bearing and appearance.
- 3.8.2.7.5. Record of disciplinary action or financial irresponsibility.
- 3.8.2.7.6. Prior qualification in any AFSC at the 5-skill level or higher (or 3-skill level if no 5-skill level exists).
- 3.8.2.7.7. Other relevant factors which may affect the applicant's request for retraining.
- 3.8.2.8. Wing Commander must be consulted and approve the retraining application.
- 3.8.2.9. If AFSC 3S1X1 was previously withdrawn from a retraining applicant, the MEO Chief must fully consider the applicable circumstances in consultation with the commander prior to final approval.
- 3.8.3. Establishing Unit Continuity Folders (Files). MEO offices will establish a continuity folder for each unit. Each continuity folder will contain:
 - 3.8.3.1. UCA Reports.
 - 3.8.3.2. Documentation of KPBs conducted.
 - 3.8.3.3. Data on unit MEO trends.
 - 3.8.3.4. Documentation of Out and About Visits (AF Form 1271).
 - 3.8.3.5. Memoranda from commanders regarding MEO issues worked within the unit. **NOTE:** In reporting to NGB, MEO Specialists must include a synopsis of issues worked by the commander as a part of the MEO Annual Report (MEO Form 36-4).
 - 3.8.3.6. Mark the bottom of all pages of UCA reports and trend data in the Unit Continuity documents, "FOR OFFICIAL USE ONLY". (Refer to DoD 5400.7-R *Freedom of Information Act (FOIA) Program /Air Force Supplement, Chapter 4.*) Do not include classified material in the report.
- 3.8.4. Annual Self-Inspection of MEO Offices. MEO offices will conduct and document an annual evaluation of their own services to ensure the effectiveness of the base MEO program and compliance with this instruction.

3.9. Program Continuity Book. In order to maintain a clear record of the unit MEO program, and to aid in the preparation for and successful completion of inspections a Program Continuity Book should be prepared. The Program Continuity Book should contain as a minimum:

- 3.9.1. Program Goals Statement
- 3.9.2. Roster of MEO Personnel (MEO staff qualifications and documentation of training)
- 3.9.3. Required checklists (i.e.: Self-Inspection)
- 3.9.4. Wing Policy Letters, Letters of Appointment
- 3.9.5. Wing, Base, Community, State Demographics.
- 3.9.6. Current Affirmative Action Plan (3 years).
- 3.9.7. EO Education and Training lesson plans.
- 3.9.8. Current EO Education and Training summary (History of unit training plan over the

past three years).

3.9.9. Copy of EO information on Unit Web Page and all official postings for MEO on the installation.

3.9.10. Community Resources list.

3.9.11. Correspondence that shows MEO activity (Letters of Appreciation, etc).

3.9.12. Applicable directives and files.

3.10. MEO Office Reference Library. The following publications should be available in the MEO office:

3.10.1. DoD Directive 1350.2, *DoD Military Equal Opportunity Program*, 18 Aug 95.

3.10.2. DoD Directive 1350.3, *DoD Affirmative Action Planning & Assessment Process*, 29 Feb 88.

3.10.3. DoD Directive 1300.17, *Accommodation of Religious Practices within the Military Services*, February 3, 1988.

3.10.4. DoD 5400.7-R, *Freedom of Information Act (FOIA) Program*, 4 Sep 1998.

3.10.5. AFPD 3-34, *Air Force Mentoring Program*, 1 Nov 1996.

3.10.6. AFPD 36-27, *Social Actions*, 03 Sep 1993.

3.10.7. AFI 36-2706, *Military Equal Opportunity and Treatment Program*, 1 Dec 96.

3.10.8. AFI 36-2707, *Nondiscrimination in Programs and Activities Assisted or Conducted by the Department of the Air Force*, 01 May 1998.

3.10.9. AFI 36-2909, *Professional and Unprofessional Relationships*, 1 May 1999.

3.10.10. AFPAM 36-2704, *MEO Unit Climate Assessment Program*, 1 Feb 98.

3.10.11. ANGR 35-29, *Military Affirmative Action*, 16 Jun 1986.

3.10.12. NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*, 30 Mar 2001.

3.10.13. NGPAM 600-22/ANGP 36-3, *Investigating Military Discrimination Complaints*, 26 April 2002.

3.10.14. ANGR 30-12, *Non-Discrimination in Federally Assisted Programs*, 30 Dec 1974.

3.10.15. ANGI 36-7, *ANG Military Equal Opportunity Program*.

3.10.16. ANG Pamphlet 36-3401, *The ANG Mentoring Implementation Process*, 1 Dec 2000.

3.10.17. *U.S. Air Force Commander Directed Investigations (CDI) Guide*, 1 Apr 2001, OPR: SAF/IGQ.

3.10.18. *Commander's Desk Reference*.

3.10.19. Applicable MAJCOM regulations, instructions, pamphlets.

3.11. Affirmative Action Plan. MEO will carry out responsibilities in accordance with ANGR 35-29, *Military Affirmative Actions* (Wing MEO responsibilities are listed in the ANGR 35-29

under “Installation Social Actions Officer”). Many aspects of the AAP can be addressed through the WCAC process.

3.12. Privacy Act of 1974 and Freedom of Information Act (FOIA).

3.12.1. For guidance on responding to FOIA requests and disclosure of records see DoD 5400.7-R/Air Force Supplement, *DoD Freedom of Information Act (FOIA) Program* and AFI 33-332, *Air Force Privacy Act Program*.

3.12.2. Designated officials who require MEO records for official use include commanders, first sergeants, Command Chief Master Sergeants (CCM), SJA, OSI, higher headquarters officials, etc. Officials requiring MEO records must demonstrate an official need to know.

3.12.3. Under the Privacy Act of 1974, the MEO office must provide the following whenever requesting personal information (e.g., name, SSN, or private telephone number) from individuals for inclusion in an MEO record (see AFI 33-332):

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

3.12.3.2. Whether disclosing that information is mandatory or voluntary.

The principle purpose of collecting the information.

3.12.3.3. How the information is routinely used. (DoD use is assumed, include in this explanation only uses outside DoD with name of the agency or activity and reason.)

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

3.12.4. The Chief, MEO will release MEO complaint records only when the case is closed and follows guidance in DoD 5400.7-R/AF Supplement and AFI 33-332.

3.12.5. The MEO is the “disclosure authority,” as defined in DoD 5400.7-R/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.

3.12.6. The MEO office will not release information when there is an on-going IG inquiry or investigation. The IG will determine which IG inquiries and investigations information to release.

3.12.7. 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.

3.12.8. The MEO office (Chief, MEO) will:

3.12.8.1. Review the witness statements, conclusions and recommendations listed in the complaint clarification report, legal review and commander’s management actions under FOIA and Privacy Act guidance for release or denial.

3.12.8.2. Provide the legal office a complete copy of the case file and a separate redacted copy of the requested releasable information.

3.12.8.3. Cite on the redacted copy the FOIA and/or Privacy Act exemption(s) for not releasing the protected information as found in DoD 5400.7-R/Air Force Supplement and

AFI 33-332. A reply to a record request under the Privacy Act must also cite the approved Privacy Act Systems of Records and the exemptions.

3.12.9. In addition to the Privacy Act and FOIA, there are other statutes that may authorize release of information. When the MEO office receives a request for release of information that cites authority other than FOIA or Privacy Act, consult SJA.

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

Chapter 4

ADDITIONAL MEO PROGRAM RESPONSIBILITIES

4.1. Equal Opportunity And Treatment Incidents (EOTI).

4.1.1. 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 gender which has the potential to have a negative impact on the base human relations climate (HRC). An EOTI may include subjects other than military members, retirees, or family members.

4.1.2. Incidents “motivated by” or having “overtones based on” race, color, national origin, religion or gender are those in which the race, color, national origin, religion or gender of those involved is perceived to have been a primary factor in its occurrence and severity.

4.1.3. 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 gender; vandalism or degrading public graffiti; hate group activity; discriminatory epithets, signs or symbols. Sex offenses and other crimes are not EOTIs merely because the individuals are of different genders, 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, or other crimes as EOTIs.

4.1.4. Following the occurrence of an EOTI, consultation with appropriate Security Forces personnel is required to determine whether or not the incident in question represents a defined criminal act or offense under the UCMJ or applicable local laws. After consultation on the case, the MEO office will report UCMJ violations to the appropriate officials (i.e., Wing Commander, GSU commander, Security Forces, etc.) for investigation. Note that Security Forces are not trained to investigate incidents normally handled through the local chain of command, MEO office, Inspector General, or First Sergeant program.

4.1.5. Classification guidelines for the Seriousness of EOTIs:

4.1.5.1. Minor incidents include any of the following: Less than 10 active participants, simple assault, an act resulting in minor physical injury requiring no medical inpatient treatment or property damages of less than \$1000.

4.1.5.2. Serious incidents include any of the following: 10 to 20 active participants, aggravated assault, an act resulting in physical injuries requiring medical inpatient treatment of less than 5 days or property damages of \$1000 to \$10,000.

4.1.5.3. 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 ANG personnel.

4.1.6. EOT Incident Clarification.

4.1.6.1. The purpose of the EOTI clarification is to gather evidence to determine whether an incident involved violations of MEO policy and if appropriate, classify the incident. The Chief, MEO and the MEO staff will participate in the clarification of alleged EOTIs.

4.1.6.2. The EOTI clarification process determines the facts and causes of the incident; assesses the severity of the incident and its impact on morale, good order, discipline and unit effectiveness; develops recommendations for the Wing Commander on dealing with the incident and the appropriate corrective action to be taken.

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

4.1.6.4. 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 military or civilian defense counsel without the consent of counsel and comply with rights advisement requirements for unrepresented members.

4.1.6.5. 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.

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

4.1.6.7. 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.

4.1.6.8. Each incident will be documented through a Memorandum for record (see AF Handbook 33-337) summarizing pertinent information including the date and nature of the incident and the action taken.

4.1.6.9. MEO incident clarification is not complete until legal sufficiency review has been accomplished.

4.1.6.10. Decisions about reporting an EOTI up the chain of command or ultimately to NGB-EO will be made in consultation between the MEO Chief and the Wing Commander.

4.2. Accommodation of Religious Practices.

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

4.2.2. 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.

4.2.3. Commanders should respect the religious beliefs and practices of all ANG members

in a manner that is consistent and fair to all.

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

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

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

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

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

4.2.9. 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.

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

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

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

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

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

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

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

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

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

4.2.12.4. Alternative means available to meet the requested accommodation.

4.2.12.5. Previous treatment of the same or similar requests.

4.2.13. 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.

4.2.14. Commanders may refer unusual or difficult questions about requested accommodations through the chain of command to NGB-EO.

4.3. Relationship Between MEO and Diversity

4.3.1. The goal of equal opportunity is to promote equity, to eliminate discrimination and stereotyping, and thereby build unit teamwork and readiness. EO seeks to protect unit members from unequal treatment according to the rules of law and regulations. Diversity initiatives do not replace equal opportunity programs and procedures. The missions of EO and diversity initiatives are complimentary; however, the role of each differs within the organization.

4.3.2. Equal opportunity programs have been established to ensure that discrimination does not occur in the National Guard, to overcome its effects and to prevent different forms of harassment in the workplace (sexual harassment, hate groups, extremism, hostile workplace). EO programs outline and ensure proper measures to investigate and settle EO grievances.

4.3.3. Diversity initiatives do not focus on what the law or equal opportunity regulations require but on broad policies seeking to remove barriers to status inequality and to capitalize on demographic changes in society. Diversity initiatives constitute a philosophy and practical tools aimed at producing results.

4.3.4. The chief focus within the MEO office is to carry out the multiple responsibilities outlined in this instruction to achieve the goals of equal opportunity in the Air National Guard. The MEO office must not be appointed as the OPR for diversity initiatives. Due to the many shared goals of EO and diversity efforts the MEO staff should thoughtfully, and in cooperation with the commanders, determine the level of MEO involvement in furthering diversity initiatives. MEO diversity efforts may include: close collaboration with the HRA, Community Manager and other interested offices and individuals in planning special observance events and efforts; participation in facilitating small group diversity training, and assessments of the equal opportunity climate within units.

4.4. MEO Functions During Contingencies, Hostilities and War.

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

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

4.4.3. Deployed MEO forces:

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

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

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

4.4.3.4. Advise AEF/AEW commander and senior staff on all MEO issues and provide MEO services to personnel assigned to the AEF/AEW.

4.4.4. MEO services include complaint processing, informal assistance, Out and Abouts, UCAs (as requested), ADR/mediation, MEO and non-MEO related consultation, KPBs, EO Education and Training as requested by deployed commanders.

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

4.4.6. DEOMI-trained ANG and Air Force Reserve (ANG/AFR) personnel are also open to recall and partial mobilization.

4.4.7. Level of Service. Increase the number of staff assistance visits and climate assessments, using an abbreviated format. Increase the emphasis on potential areas that could undermine the base's readiness posture/human relations environment, e.g., demonstrations, dissident and protest activities, etc.

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

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

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

Title 10, United States Code, 8013, *Secretary of the Air Force*

Title 42, United States Code, Section 290 dd-2, *Confidentiality of Records*

DoDD 1300.17, *Accommodation of Religious Practices within the Military Services*, February 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 (MEO) Program*, August 18, 1995

DoDD 1350.3, *Affirmative Action Planning and Assessment Program*, February 29, 1988

DoDD 7050.6, *Military Whistleblower Protection*, August 12, 1995

DoD 5400.7-R, *Freedom of Information Act (FOIA) Program*, September 4, 1998

AFH 33-337, *The Tongue and Quill*

AFJI 31-213, *Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations*

AF Systems Security Instruction 5020

AFI 25-201, *Support Agreements Procedures*

AFI 32-1024, *Standard Facility Requirements*

AFI 33-332, *Air Force Privacy Act Program*

AFI 33-360V1, *Publications Management Program*

AFI 36-2101, *Classifying Military Personnel (Officers and Airmen)*

AFI 36-2301, *Professional Military Education*

AFI 36-2406, *Officer and Enlisted Evaluation System*

AFI 36-2626, *Airman Retraining Program*

AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*

AFI 36-3208, *Administrative Separation of Airman*

AFI 51-903, *Dissident and Protest Activities*

AFI 65-601V1, *Budget Guidance and Procedures*

AFI 71-101V1, *Criminal Investigations*

AFI 90-301, *Inspector General Complaints*

AFI 90-401, *Air Force Relations with Congress*

AFMAN 10-206, *Operational Reporting*

AFMAN 36-2108, *Airman Classification*

AFMAN 37-139, *Records Disposition Schedule*

AFPAM 36-2704, *Military Equal Opportunity Unit Climate Assessment Program*

AFPD 36-27, *Social Actions*

ANG Pamphlet 36-3401, *The ANG Mentoring Implementation Process*, 1 Dec 2000

ANGI 36-4, *ANG Military Equal Opportunity Program*

ANGI 36-2110, *The Air National Guard Human Resources Advisory Program*, 24 Sep 1999

ANGR 30-12, *Non-Discrimination in Federally Assisted Programs*, 30 Dec 1974

ANGR 35-29, *Military Affirmative Action*, 16 Jun 1986

NGPAM 600-22/ANGP 36-3, *Investigating Military Discrimination Complaints* 26 April 2002

NGR 600-22/ANGI 36-3, *National Guard Military Discrimination Complaint System*, 30 Mar 2001

Abbreviations and Acronyms

ANG	Air National Guard
ANGI	Air National Guard Instruction
ANGR	Air National Guard Regulation
CCM	Command Chief Master Sergeant
DEOMI	Defense Equal Opportunity Management Institute
EEO	Equal Employment Opportunity
EOTI	Equal Opportunity and Treatment Incident
FOIA	Freedom of Information Act
GSU	Geographically Separated Unit
HR	Human Relations
HRC	Human Relations Climate
HRE	Human Relations Education
IG	Inspector General
KPB	Key Personnel Briefing
MAJCOM	Major Command
MEO	Military Equal Opportunity

MEOA	Military Equal Opportunity Assessment
MEOCS	Military Equal Opportunity Climate Survey
MPF	Military Personnel Flight
NCO	Noncommissioned Officer
NGB	National Guard Bureau
NGB-EO	National Guard Bureau-Directorate for Equal Opportunity
OPR	Office of Primary Responsibility
PA	Public Affairs
PME	Professional Military Education
SEEM	State Equal Employment Manager
SJA	Staff Judge Advocate
UCA	Unit Climate Assessment
UCMJ	Uniform Code of Military Justice
WCAC	Wing Climate Assessment Committee

Terms

ADR--Alternative Dispute Resolution is an umbrella term that covers a wide spectrum of methods for settling complaints in lieu of administrative or judicial processes. The end goal is to solve human relation's difficulties and contribute to mission effectiveness.

Affirmative Action--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.

Appointing Authority--Any commander at wing level or above or other designated authority authorized to direct an IG inquiry or 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 is the recipient of unlawful discrimination or sexual harassment and submits allegations of unlawful discrimination or sexual harassment.

Complaint--An allegation of unlawful discrimination based on race, color, gender, national origin, or religion.

Complaint Clarification--A process of gathering information regarding a MEO complaint to make an initial assessment and classify the allegation as having potential impact on the human relations climate of the organization. Anonymous complaints (allegations made through unofficial channels), there should be enough details to make an initial assessment and classify

the allegation as having potential impact on the human relations climate of the organization, at any level. The complaint or incident clarification: (1) Determines whether or not a reasonable probability exists that ANG EOT policy has been violated. (2) Gathers enough information for a commander to determine whether or not an inquiry or investigation is appropriate. During the clarification process, the EOT staff will speak to the known witness, including the principal agency witness.

Congressional Inquiries--Complaints addressed to members of Congress, senators, or congressional staff members.

Discrimination--The act of discriminating, or distinguishing differences.

Diversity--Diversity is an organizational strategy designed to capitalize on the changing demographics in our society by valuing differences and similarities among people.

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.

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. Persons shall be evaluated on individual merit, fitness, and capability, regardless of race, color, sex, national origin, or religion.

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.

Equal Opportunity and Treatment Incident--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, sex, national origin, or religion.

Equal Opportunity and Treatment Incident 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.

Ethnic and Racial Categories--The five race categories and the ethnic category from the Office of Management and Budget Directive #15 for DoD 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 tribal affiliation or community attachment.
- **Asian**--A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinents including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Island, 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.”

- **Native 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 peoples 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.” (“Hispanic or Latino” is defined as an ethnic category and in questionnaires is paired with a “Not Hispanic or Latino” option).

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, sex, national origin, or religion that is not otherwise authorized by law or regulation.

Human Relations Climate--The prevailing perceptions of individuals concerning interpersonal relationships within their working, living, and social environment.

Human Resources Advisor (HRA)--Advisors to each State and Wing Commander regarding diversity and force management issues.

Human Resources Quality Board (HRQB)--A board that provides direction, guidance strategy and support for the ANG diversity initiative.

Inquiry--The process of determining the facts of a matter by checking records, reviewing applicable directives, examining material evidence, and interviewing persons who may have direct knowledge of the facts. This process is generally adequate when the subject is not complex or of a serious consequence, and the matter can be properly resolved through normal staff action.

Investigation--The process of determining the facts of a serious or complex matter.

Legal Sufficiency Review--The SJA review of associated documents regarding MEO complaints or EOT Incidents 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 effects, if any.

Military Equal Opportunity Assessment (MEOA)--The report to DoD authorities providing an overall assessment of the ANG'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 and the Air National Guard 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.

Principal Agency Witness--Any individual who can be said to have first hand knowledge of alleged discrimination including the official or officials alleged to have discriminated.

Protected Disclosure (or Protected Communication)--A lawful communication in which a member of the Armed Forces communicates information which 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: (1) 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 instructions or other established administrative procedures to receive such communications. This includes IGs, Fraud Waste and Abuse (FWA) monitors, MEO personnel, and designated individuals of a member's chain of command (see definition for chain of command). (2) 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 that are transmissible by descent and that are sufficient to characterize persons possessing these traits as a distinctive human genotype.

Religion--A personal set or institutionalized system of attitudes, moral or ethical beliefs, and practices that are 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 ANG military officers in grades O-6 (Colonel) select (selected for the rank of General) 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 gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (1) 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); (2) 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); and/or (3) 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, gestures, or physical contact of a sexual nature in the workplace is also engaging in sexual harassment.

State Equal Opportunity Manager (SEEM)--Manages equal employment opportunity program within the State on behalf of the Adjutant General IAW ANGI 36-3. Responsible for advising the senior management on the administration of laws, policies, and regulations designed to provide equal opportunity and diversity management for the workforce in the State. Coordinates and advises on all aspects of discrimination complaints at the State level.

Subject Matter Expert--Advice and assistance provided by MEO personnel 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 (i.e., Commander Directed Investigations and Inquiries, 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 wrong or violation of law, regulation, or Air National Guard policy or standards. The facts (from documentation and testimony) indicate the complainant was wronged or 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, religion, gender, national origin, or sexual harassment.

Third Party--A person or organization that attempts to present allegations on behalf of an individual.

Unlawful Discrimination--Discrimination on the basis of race, color, gender, national origin, or religion that is not otherwise authorized by law or regulation.

Wing Climate Assessment Committee (WCAC)--A committee of key base personnel and commanders that reviews annual statistics/trends and develops countermeasures to neutralize any areas of concern related to the installation MEO/human relations climate.

Attachment 2

AF FORM 1271, RECORD OF ASSISTANCE

RECORD OF ASSISTANCE											
1. NAME (Last, First, MI) Burton, Ward			2. GRADE E5		3. DATE 04 Aug 01			4. TIME SPENT (HOURS) .5			
5. UNIT/OFFICE SYMBOL 22 CES/CMS			6. PHONE 123-2222		7. SEX Male		8. RACE White (Non Hispanic)				
9. CATEGORY OF ASSISTANCE											
<input checked="" type="checkbox"/>	GENERAL ASSISTANCE		BRIEFINGS		OUT & ABOUT		NON-MEO MEDIATION		SUBJECT MATTER EXPERT		
10. TYPE OF CONTACT											
29. FOLLOW-UP COMPLETION DATE 10 Aug 00					30. SIGNATURE, CHIEF, MEO						
<input checked="" type="checkbox"/>	OFFICE		PHONE		OFF BASE		N/A		OTHER:		
11. REFERRED BY											
	COMMANDER		SUPERVISOR		COWORKER	<input checked="" type="checkbox"/>	SELF		N/A		OTHER:
12. SUMMARY OF CONCERNS											
<p>SSgt Ward 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.</p> <p>SSgt Burton does not believe his concern is MEO related.</p>											

13. SUMMARY OF ASSISTANCE
 SSgt Burton was briefed that based on the information provided, his concern does not fall under the MEO purview. It was suggested he consider addressing his concern at the lowest level by asking MSgt Evernham for clarification regarding his decision to cancel his leave. Member indicated that he was not comfortable with approaching MSgt Evernham regarding this issue. He felt the situation would only escalate.

It was 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.

This office contacted SMS Jack Roush, 22 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 01 at 0800. This office will follow up by contacting SSgt Burton on 10 Aug 01 to determine if his concern has been addressed.

14. REFERRED TO

CC	<input checked="" type="checkbox"/>	CCF	OIC	SUPERVISOR	CCM	JA
IG		HC	SG	MPF	OTHER:	

15. SIGNATURE OF INTERVIEWER

16. FOLLOW-UP SERVICES

10 Aug 01 - The MEO office contacted SSgt Burton. He stated that his first sergeant, SMSgt Jack Roush, addressed the concern. SSgt Burton was satisfied with the outcome.

17. DATE CLOSED 10 Aug 01	18. SIGNATURE, CHIEF, MEO
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Instructions for completing specific areas of the AF Form 1271:

Block 1: Name. Enter the name of the person assisted. If the information is provided anonymously, enter "Anonymous". For "Out and About" visits, enter visited unit's name.

Block 4: Time Spent. Document the total time spent. This includes the initial contact and all follow-up time.

Block 10: Type of Contact. Indicate the location where the customer contact occurred.

Block 11: Referred By. Mark the block indicating who referred the individual or concern to the MEO office.

Block 12: Summary of Concerns. Document the details and specifics of the concern. Ensure that the summary accurately describes the issue to include information provided anonymously.

Block 13: Summary of Assistance. Briefly describe the services provided by the MEO office.

Block 16: Follow-up Services. Precede each entry with the date. Document all actions 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 a non-MEO issue is mediated, conduct follow-up within 30 days).

Block 17: Date Closed. Enter the date the customer requests no further assistance.

If the MEO office conducts non-MEO ADR/mediation, attach the written agreement to the AF Form 1271.

Attachment 3
DATES OF SIGNIFICANCE TO EQUAL OPPORTUNITY PROGRAM

1 Jan	Emancipation Day (effective date of the Emancipation Proclamation)
15 Jan	Dr. Martin Luther King, Jr.'s birthday
Jan/Feb	Chinese New Year, depending upon lunar cycles
Feb	African-American (Black) History Month
1 Feb	National Freedom Day (adoption of the 13 th amendment)
2 Feb	Founding of the Army Nurse Corps
8 Mar	International Women's Day
Mar	Women's History Month
16 Apr	Founding of the Women's Medical "Specialist Corps" (now Medical Specialist Corps)
17 Apr	Samoan Flag Day
5 May	Cinco De Mayo (commemorates Mexico's independence from Spain and France)
14 May	Founding of the Women's Auxiliary Corps (Women's Army Corps)
May	Asian Pacific Heritage Month
11 Jun	Kamehameha (honoring the King who united the Hawaiian Islands)
25 Jul	Constitution Day (celebrated by the Commonwealth of Puerto Rico)
15 Aug	Korean Independence Day
26 Aug	Women's Equality Day (passage of the 19 th Amendment)
16 Sep	El Crito de Delores (commemorates the beginning of the Mexican revolution against Spain)
17 Sep	Citizens Day (honoring newly acclaimed citizens)
18 Sep	Rosh Hashanah (Jewish New Year)
27 Sep	Yom Kippur
15 Sep-15 Oct	National Hispanic Heritage Month (honors the contributions made to the history, heritage, and culture of the United States by Hispanic Americans)
Nov	Native American (American Indian/ Alaskan Native) Month
2 nd Monday in Oct	Columbus Day
8 Nov	President Johnson signed Public Law 90-130 giving equal rights to women in the Armed Forces
10 Dec	Rizai Day (Filipino)

**AIR NATIONAL GUARD
MILITARY EQUAL OPPORTUNITY ANNUAL REPORT**

REPORTS ARE REQUIRED FROM EACH WING MEO OFFICE AND GSU BY 15 JANUARY (GSU'S ONLY SUBMIT PAGES 3-4).
SEND TO: NGB-EO (ATTN: ANG EO PROGRAM MANAGER), 1411 JEFFERSON DAVIS HIGHWAY, ROOM 2400 ARLINGTON, VA 22202-3231

UNIT NAME AND ADDRESS:	GAINING MAJCOM(S):	FY REPORTED:
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SECTION 1. COMPLAINT SUMMARY INFORMATION

PART 1A. TOTAL NUMBER OF DISCRIMINATION COMPLAINTS (INFORMAL AND FORMAL)	PART 1C. FORMAL COMPLAINT DISPOSITION (DOCUMENTED ON NGB FORM 333)
CONSULTATION/ASSISTANCE (NO COMPLAINT FILED) (DOCUMENTED BY MEMO OR ON AF FORM 1271)	DISCRIMINATION CONFIRMED
INFORMAL (DOCUMENTED ON NGB FORM 333)	DISCRIMINATION NOT CONFIRMED
FORMAL (DOCUMENTED ON NGB FORM 333)	DISCRIMINATION UNDETERMINED
PART 1B. INFORMAL COMPLAINT DISPOSITION (DOCUMENTED ON NGB FORM 333) <i>NOTE: ONLY REPORT CASES IN PART 1B THAT BEGAN AND REMAINED AT THE INFORMAL LEVEL. INFORMAL CASES THAT MOVED TO FORMAL WILL BE REPORTED IN TABLES 1D, 3A, 3B & 3C.</i>	SETTLED/RESOLVED
	WITHDRAWN
IN PROGRESS (HELP CONTINUES)	IN PROGRESS (OPEN)
SETTLED/RESOLVED	REFERRED (ALL OR IN PART)
DROPPED	PART 1D. NUMBER OF CASES MOVED FROM INFORMAL TO FORMAL THIS FY <i>NOTE: CASES ACCEPTED AT THE INFORMAL LEVEL AND LATER MOVED TO THE FORMAL LEVEL WILL BE REPORTED HERE (BLOCK 1D) AND IN THE FORMAL COMPLAINT TABLES BELOW (3A, 3B, 3C).</i>
REFERRED (ALL OR IN PART)	PART 1E. NUMBER OF CASES INVOLVING INDIVIDUALS GOVERNED BY DIFFERENT EO/EEO REGULATIONS (i.e.: ACTIVE DUTY, CIVILIAN, OTHER BRANCHES)

SECTION 2. INFORMAL COMPLAINT DETAILS

PART 2A. BASIS OF INFORMAL COMPLAINTS (INDICATE ALL THAT APPLY)	PART 2B. INFORMAL COMPLAINT ALLEGATIONS AND ISSUES (INDICATE ALL THAT APPLY)	PART 2C. ACTION TAKEN WHEN DISCRIMINATION CONFIRMED
RACE	APPOINTMENT/ENLISTMENT	COUNSELING (VERBAL OR WRITTEN)
COLOR	ASSIGNMENT OF DUTIES	LETTER OF ADMONITION/REPRIMAND
RELIGION	AWARDS/DECORATIONS	NON-JUDICIAL PUNISHMENT
GENDER (NOT SEXUAL HARASSMENT)	HARASSMENT (NON -SEXUAL)	REMOVAL FROM POSITION
SEXUAL HARASSMENT	PROMOTION/NON-SELECTION	ADMINISTRATIVE DISCHARGE
REPRISAL	EVALUATION/APPRaisal	OTHER:
NATIONAL ORIGIN	DISCIPLINARY ACTION	CASE IN PROGRESS
	DUTY HOURS	
	REASSIGNMENT	
	RETIREMENT	
	TIME/ATTENDANCE	
	TRAINING/EDUCATION	
	OTHER:	

SECTION 3. FORMAL COMPLAINT DETAILS							
PART 3A. BASIS OF FORMAL COMPLAINTS (INDICATE ALL THAT APPLY)		PART 3B. FORMAL COMPLAINT ALLEGATIONS AND ISSUES (INDICATE ALL THAT APPLY)			PART 3C. ACTION TAKEN WHEN DISCRIMINATION CONFIRMED		
RACE		APPOINTMENT/ENLISTMENT		COUNSELING (VERBAL OR WRITTEN)			
COLOR		ASSIGNMENT OF DUTIES		LETTER OF ADMONITION/REPRIMAND			
RELIGION		AWARDS/DECORATIONS		NON-JUDICIAL PUNISHMENT			
GENDER (NOT SEXUAL HARASSMENT)		HARASSMENT (NON -SEXUAL)		REMOVAL FROM POSITION			
SEXUAL HARASSMENT		PROMOTION/NON-SELECTION		ADMINISTRATIVE DISCHARGE			
REPRISAL		EVALUATION/APPRaisal		OTHER:			
NATIONAL ORIGIN		DISCIPLINARY ACTION		CASE IN PROGRESS			
		DUTY HOURS					
		REASSIGNMENT					
		RETIREMENT					
		TIME/ATTENDANCE					
		TRAINING/EDUCATION					
		OTHER:					
SECTION 4. MEO STAFF							
SECTION 4A. STAFF ASSIGNED/TRAINED							
				ENLISTED	OFFICERS		
NUMBER OF PERSONNEL AUTHORIZED IN MEO OFFICE							
NUMBER OF PERSONNEL ASSIGNED IN MEO OFFICE							
CURRENT RANK OF PERSONNEL ASSIGNED							
CURRENT SKILL LEVEL OF ENLISTED STAFF MEMBERS							
WHICH OFFICERS (BY NAME) NEED TO ATTEND BASIC PERSONNEL OFFICERS SCHOOL (BPOC)?							
WHICH PERSONNEL (BY NAME) NEED TO COMPLETE DEOMI TRAINING?							
(OPTIONAL) IF MEO STAFF MEMBERS WANT INFORMATION THROUGH E-MAIL, INDICATE THE NAME AND PREFERRED E-MAIL ADDRESSES BELOW:							
SECTION 4B. SELECTED PROGRAM INFORMATION							
IF ADDITIONAL INDIVIDUALS ARE ASSISTING THE MEO OFFICE (I.E. WITH DRUG TESTING, UCA, ETC.), LIST THEIR RANK, UNIT AND THE PROGRAM THEY ARE SUPPORTING.							
CURRENT DRUG TESTING PROGRAM ASSIGNMENTS (CHECK COLUMNS BELOW ACCORDING TO ASSIGNMENT OF RESPONSIBILITIES): (NOTE: When Drug Testing responsibilities transition out of MEO, this section will be omitted by direction from NGB-EO)							
	PARTICIPANT SELECTION	NOTIFICATION	ASSIGNING OBSERVERS	SPECIMEN COLLECTION	PACKAGING & SENDING SPECIMENS	UPDATING DATA SYSTEM	TRACKING PROGRESS TOWARD GOALS
MEO STAFF							
MEDICAL SQUADRON							
SPECIFY OTHER _____							

SECTION 5. EO EDUCATION AND TRAINING

	NEWCOMERS ORIENTATION	HRE RECURRING TRAINING	KEY PERSONNEL BRIEFING	PREVENTION OF SEXUAL HARASSMENT	OTHER CLASSES TAUGHT BY MEO STAFF (I.E.: DIVERSITY, STRESS MANAGEMENT, CONFLICT RESOLUTION, SUBSTANCE ABUSE PREVENTION)		
					CLASS TITLE	FREQUENCY	NUMBER OF ATTENDEES
NUMBER OF CLASSES							
ENLISTED IN ATTENDANCE							
OFFICERS IN ATTENDANCE							
TOTAL ATTENDEES							

SECTION 6. UNIT CLIMATE ASSESSMENTS
(SEE AFP 36-2704, MEO UNIT CLIMATE ASSESSMENT PROGRAM)

TOTAL NUMBER OF UNITS IN THE WING/GSU	
TOTAL NUMBER OF UNITS ASSESSED THROUGH UCAs	
NUMBER OF "TYPE I" UCAs (SURVEY AND INTERVIEW)	
NUMBER OF "TYPE II" UCAs (SURVEY ONLY)	
NUMBER OF "TYPE III" UCAs (INTERVIEW ONLY)	
NUMBER OF OTHER ASSESSMENTS (I.E. MEOCS)	
OUT AND ABOUT VISITS COMPLETED AND DOCUMENTED	
WING CLIMATE ASSESSMENT COMMITTEES HELD AND DOCUMENTED DURING THE FY	

SECTION 7. DEMOGRAPHICS

SECTION 7A. DETAILED BASE/GSU DEMOGRAPHICS

	BASE TOTAL (ALL GROUPS)	BLACK		HISPANIC		ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKAN NATIVE		WHITE		OTHER	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
TOTAL NUMBER OF OFFICERS													
OFFICER PERCENT	100%												
TOTAL NUMBER OF ENLISTED													
ENLISTED PERCENT	100%												

SECTION 7B. TOTAL FEMALE AND MINORITY REPRESENTATION

		TOTAL FEMALE PERCENTAGE	TOTAL MINORITY PERCENTAGE
		ENLISTED	
		OFFICERS	

SECTION 7C. SENIOR RANK DEMOGRAPHICS

	BASE TOTAL NUMBER	NUMBER OF MINORITY	PERCENTAGE OF MINORITY	NUMBER OF FEMALES	PERCENTAGE OF FEMALES
E-7/Master Sergeant					
E-8/Senior Master Sgt					
E-9/Chief Master Sgt					
O-4/Major					
O-5/Lieutenant Colonel					
O-6/Colonel					
O-7/Brigadier General					

SECTION 8. REMARKS/NARRATIVE

PLEASE INCLUDE COMMENTS IN THE FOLLOWING AREAS: 1) YEAR-TO-YEAR TRENDS IN THE INFORMATION PROVIDED; 2) MEO OFFICE GOALS; 3) EXAMPLES OF EXCELLENCE IN YOUR PROGRAM; 4) CHANGES IN MEO OFFICE STAFF, AND CHANGES IN EMAIL OF PHONE CONTACT INFORMATION; 5) LIST ANY TRAINING YOU WOULD LIKE TO SEE OFFERED IN FUTURE WORKSHOPS OR CONFERENCES. (ATTACH ADDITIONAL SHEETS IF NEEDED). NOTE: Forward a copy of this report to your full-time State Equal Employment Manager (SEEM).

TYPED/PRINTED NAME OF CHIEF, MEO, RANK, ORGANIZATION	SIGNATURE	DATE
TYPED/PRINTED NAME OF WING/GSU COMMANDER, RANK, ORGANIZATION	SIGNATURE	DATE