

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

**DEPARTMENT OF THE AIR FORCE  
POLICY DIRECTIVE 36-27**



**18 SEPTEMBER 2025**

**Personnel**

**EQUAL OPPORTUNITY**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This policy directive implements Department of Defense Directive (DoDD) 1020.1, *Nondiscrimination on the Basis of Handicap in Programs and Activities Assisted or Conducted by the Department of Defense*; DoDD 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program*; DoDD 5500.11, *Nondiscrimination in Federally Assisted Programs*; Department of Defense Instruction (DoDI) 1020.03, *Harassment Prevention and Response in the Armed Forces*; DoDI 1020.04, *Harassment Prevention and Responses for DoD Civilian Employees*; DoDI 1020.06, *Establishing and Maintaining Comprehensive Reasonable Accommodation Policies and Programs*, DoDI 1350.02, *DoD Military Equal Opportunity Program*; DoDI 1400.25, Volume 1614, *DoD Civilian Personnel Management System: Investigation of Equal Opportunity (EEO) Complaints*; and is consistent with 5 Code of Federal Regulations (CFR) Part 720, *Affirmative Employment Programs*; 29 CFR Part 1614, *Federal Sector Equal Employment Opportunity*; 29 CFR Part 1630, *Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act*; 32 CFR Part 191, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, Equal Employment Opportunity Commission's (EEOC) Management Directive 110, *Federal Sector Complaints Processing Manual*; and EEOC Management Directive 715, *Equal Employment Opportunity Reporting Requirements for Federal Agencies*. This publication establishes the Department of the Air Force's civilian Equal Employment Opportunity and Military Equal Opportunity policies and programs. This publication applies to military members subject to the Uniform Code of Military Justice in Regular Air Force, United States Space Force, the Air Force Reserve, the Air National Guard under Title 10 United States Code, United States Air Force Academy Cadets, eligible senior Reserve Officer Training Corps Cadets, and all Department of the Air Force civilian personnel (except National Guard

Technicians who are governed by National Guard Bureau regulations, directives, and principles) subject to civilian administrative and/or disciplinary action under applicable laws and policies. This publication requires the collection and/or maintenance of information protected by the Privacy Act of 1974 authorized by DoDI 5400.11, *DoD Privacy and Civil Liberties Programs*. The applicable System of Records Notices (SORN) F036 AF DP G, *Equal Opportunity and Sexual Assault Prevention and Response (SAPR)* (January 22, 2009, 74 FR 4020); EEOC/GOVT-1, *Equal Employment Opportunity Commission Complaints and Appeals Records at Equal Employment Opportunity in the Federal Government and Appeals Records* (April 26, 2006, 71 FR 24704); EEOC-18, *Reasonable Accommodation Records* (April 26, 2006, 71 FR 24704); OPM GOVT-7, *Applicant Race, Sex, National Origin, and Disability Status Records* (June 19, 2006, 71 FR 35342); DoD-0007, *Defense Reasonable Accommodations and Assistive Technology Records* (August 31, 2023, 88 FR 60188); DoD-0008, *Freedom of Information Act and Privacy Act Records (FOIA/PA Records)* (December 22, 2021, 86 FR 72586); and DoD-0020, *Military Human Resource Records (MHRR)* (May 15, 2024, 89 FR 42459). These SORNs are available at <http://dpcl.dod.mil/Privacy/SORNs/>. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Product*; route a DAF Form 847 from the field through the appropriate functional chain of command to [SAF.MRQ.Workflow@us.af.mil](mailto:SAF.MRQ.Workflow@us.af.mil). This publication will not be supplemented.

## **SUMMARY OF CHANGES**

This document has been substantially revised and must be completely reviewed. Changes include implementing Executive Order (E.O.) 14151, *Ending Radical and Wasteful Government DEI Programs and Preferencing*, dated 20 January 2025, E.O. 14148, *Initial Rescissions of Harmful Executive Orders and Actions*, dated 20 January 2025, E.O. 14168, *Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government*, dated 20 January 2025, E.O. 14173, *Ending Illegal Discrimination and Restoring Merit-Based Opportunity*, dated 21 January 2025, inclusion of the affirmative employment program and the disability program, and includes other related requirements.

**1. Overview.** This directive establishes policy for the Department of the Air Force's (DAF) civilian equal employment opportunity (EEO) programs and military equal opportunity (MEO) program and activities as prescribed by laws, regulations, executive orders, and Department of Defense (DoD) policies. This publication reflects the integration of the EEO complaint program, affirmative employment program (AEP), disability program (DP), and MEO program into one consolidated DAF Equal Opportunity (EO) Program office. The DAF EO Program provides oversight and implements the EEO complaint program, AEP, DP, and MEO program to foster an environment free from institutional/structural, attitudinal, and physical barriers and prohibits unlawful discrimination and discriminatory harassment (including sexual harassment) against DAF civilian employees, former employees, and applicants for employment and prohibited discrimination, discriminatory harassment (including sexual harassment), and other forms of harassment (bullying and hazing) against military members described in this publication to support Airmen and Guardians' (military and civilian) abilities to rise to their highest potential.

1.1. The DAF EEO complaint program implements federal laws (Title VII of the Civil Rights Act (42 United States Code (USC) § 2000e et seq.), the Age Discrimination in Employment Act (ADEA) (29 USC § 621 et seq.), the Equal Pay Act (29 USC § 206(d)), the Rehabilitation Act (29 USC § 791 et seq.), the Americans with Disabilities Act (ADA) (42 USC § 12101 et seq.), the Pregnant Workers Fairness Act (42 USC § 2000gg et seq.), the Genetic Information Nondiscrimination Act (GINA) (42 USC § 2000ff et seq.)), 32 CFR Part 191, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, Equal Employment Opportunity Commission (EEOC) regulations, and DoD policies on unlawful discrimination and discriminatory harassment (including sexual harassment) against DAF civilian employees, former employees, and applicants for employment on the basis(es) of a protected class pursuant to 29 CFR Part 1614, *Federal Sector Equal Employment Opportunity*, the EEOC's Management Directive 110 (EEOC MD 110), *Federal Sector Complaints Processing Manual*, and the laws within EEOC's jurisdiction. **Note:** Harassment allegations that are not based on a protected class, as described in DoDI 1020.04, are handled in accordance with DAF Instruction (DAFI) 36-147, *Civilian Conduct and Responsibility*.

1.2. The DAF MEO program implements federal laws (e.g., 10 USC § 1561) and DoD policies on prohibited discrimination and discriminatory harassment (including sexual harassment) against military members on the basis(es) of a protected class as described in Department of Defense Instruction (DoDI) 1350.02, *DoD Military Equal Opportunity Program*, and DoDI 1020.03, *Harassment Prevention and Response in the Armed Forces*. The MEO program also addresses other forms of harassment (bullying and hazing) as described in DoDI 1020.03.

1.3. The DAF AEP and DP implement federal laws (Title VII of the Civil Rights Act (42 USC § 72000e et seq.), the Rehabilitation Act (29 USC § 791 et seq.), the ADA of 1990 as amended by the ADA Amendments Act of 2008 (42 USC § 12101 et seq.), the Pregnant Workers Fairness Act (42 USC § 2000gg et seq.)), 5 CFR Part 720, *Affirmative Employment Programs*, 29 CFR Part 1630, *Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act*, 32 CFR Part 191, EEOC regulations, and DoD policies on affirmative programs that promote equal opportunity and identify and eliminate discriminatory practices and policies.

1.4. Equal employment opportunity covers all civilian personnel and employment programs, management practices, and decisions, including, but not limited to, recruitment and hiring, merit promotion, transfer, reassignments, training and career development, benefits, and separation.

1.5. The DAF EO Program seeks to ensure that all Airmen and Guardians (military and civilian) are equipped with knowledge about and have access to available resources such as trained EO practitioners and the DAF Unlawful Discrimination and Harassment Hotline, and are provided timely, fair, and impartial processing of EEO and MEO complaints.

**2. Department of the Air Force Equal Opportunity and Nondiscrimination Policy.** The DAF's mission success depends on Airmen and Guardians (military and civilian) at all levels having trust and confidence in themselves, in one another, and in their leadership to promote an environment of equal opportunity and nondiscrimination where individuals have the opportunity to compete on a fair and level playing field with equal opportunity for competition. This ensures that the DAF can recruit and retain top talent to support force lethality and mission readiness.

2.1. The DAF is committed to ensuring all Airmen and Guardians (military and civilian) are treated with dignity and respect and afforded equal opportunity and the right to nondiscrimination. This includes the right to reasonable accommodations, to include religious beliefs and practices.

2.2. The DAF will prominently post DAF EO policies, complaint procedures, and information regarding DAF EO offices in high traffic locations across the enterprise and on the official public facing website.

2.3. It is against DAF policy for any Airman or Guardian (military and civilian) to engage in:

2.3.1. Unlawful discrimination and discriminatory harassment (including sexual harassment) against DAF civilian employees, former employees, and applicants for employment on the basis(es) of a protected class pursuant to 29 CFR Part 1614 and the EEOC MD 110 as implemented under Title VII of the Civil Rights Act (42 USC § 2000e et seq.), the ADEA (29 USC § 621 et seq.), the Equal Pay Act (29 USC § 206(d), the Rehabilitation Act (29 USC § 791 et seq.), the ADA (42 USC § 12101 et seq.), the Pregnant Workers Fairness Act (42 USC § 2000gg et seq.), and GINA (42 USC § 2000ff et seq.). This includes, for example, any race, sex, national origin, or religion, and on the basis of disability. Unlawful discriminatory harassment includes discriminatory behavior that is unwelcome or offensive to a reasonable person and that creates conditions that interfere with work performance or creates an intimidating, hostile, or offensive work environment based on a protected class.

2.3.2. Prohibited discrimination and discriminatory harassment (including sexual harassment) against military members on the basis(es) of a protected class, as described in DoDI 1350.02 and DoDI 1020.03, or engaging in other forms of harassment (bullying and hazing) against military members. This includes retaliating against military members who report and/or participate in the equal opportunity process. Prohibited discrimination, discriminatory harassment (including sexual harassment), and other forms of harassment (bullying and hazing) includes creating an environment that a reasonable person would consider intimidating, hostile, or offensive for a military member as described in DoDI 1020.03.

2.4. Any Airman or Guardian (military and civilian) who violates DAF policy on equal opportunity and nondiscrimination may be subject to corrective and/or disciplinary action, to include action under the Uniform Code of Military Justice for military members.

2.5. Air Force and Space Force leaders, commanders, managers, and supervisors (and civilian equivalents) at all levels are responsible for implementing and disseminating DAF EO policies at their respective levels and will:

2.5.1. Foster and maintain a workplace and environment that promotes equal opportunity and nondiscrimination for all their Airmen and Guardians (military and civilian).

2.5.2. Ensure Airmen and Guardians (military and civilian) within their chain of command or under their supervision are made aware of DAF EO policies, informed of their rights and responsibilities, and can report violations without fear of retaliation or reprisal. This includes prominently posting DAF EO policies and contact information of DAF EO offices in places accessible to Airmen and Guardians (military and civilian).

2.5.3. Respond to and ensure timely, fair, and impartial resolution of allegations of unlawful discrimination and discriminatory harassment (including sexual harassment) against DAF civilian employees, former employees, and applicants for employment; and prohibited discrimination, discriminatory harassment, and other forms of harassment (bullying and hazing) against military members. This includes taking appropriate preventative, corrective, and/or disciplinary action, as warranted, for substantiated allegations.

2.6. Airmen and Guardians (military and civilian) at all levels must foster an environment that promotes equal opportunity and nondiscrimination. They must take proactive steps to prevent, correct, and eliminate unlawful discrimination and discriminatory harassment (including sexual harassment) against DAF civilian employees, former employees, and applicants for employment and prohibited discrimination, discriminatory harassment (including sexual harassment), and other forms of harassment (bullying and hazing) against military members.

2.7. It is extremely important that Airmen and Guardians (military and civilian) promptly report allegations of unlawful discrimination and discriminatory harassment (including sexual harassment) for DAF civilian employees, former employees, and applicants for employment and prohibited discrimination, discriminatory harassment (including sexual harassment), and other forms of harassment (bullying and hazing) for military members. Failure or delays in reporting these allegations may hinder the DAF's ability to prevent, intervene, and/or correct these negative behaviors.

2.8. Civilian employees who believe they have been subjected to unlawful discrimination or discriminatory harassment (including sexual harassment) should promptly report allegations to their local DAF EO office or to their supervisor and have 45 calendar days from the alleged discrimination to file an EEO complaint. EEO complaints filed with the DAF EO Program are processed in accordance with 29 CFR Part 1614 and the DoD Civilian Equal Employment Opportunity Program. When requested, the DAF will protect the confidentiality of individuals who file complaints to the greatest extent possible (but cannot maintain confidentiality during the formal complaint process).

2.9. Military members who believe they have been subjected to prohibited discrimination, discriminatory harassment, and other forms of harassment (bullying and hazing) are encouraged to promptly resolve the matter at the lowest level, where possible. Military members can file a complaint with their local DAF EO office. MEO complaints filed with the DAF EO Program are processed in accordance with the DoD Military Equal Opportunity Program.

2.10. The DAF will ensure that the legally mandated separate standards and requirements for civilian employees and military personnel are met at each stage of adjudicating EEO and MEO complaints.

2.11. The DAF will use alternative dispute resolution to the maximum extent practicable and as appropriate to resolve complaints and workplace issues at the lowest level and in the most efficient and effective manner in accordance with DAF Policy Directive (DAFPD) 51-12, *Negotiation and Dispute Resolution*, and DAFI 51-1201, *Negotiation and Dispute Resolution Program*. For the purposes of the DAF EO Program, alternative dispute resolution is encouraged to be used, where appropriate, to resolve EEO complaints of unlawful discrimination and discriminatory harassment and MEO complaints of prohibited discrimination, discriminatory harassment, and other forms of harassment (bullying and hazing).

2.12. The DAF recognizes and strives to incorporate the essential elements and best practices of the Equal Employment Opportunity Commission's Model Equal Employment Opportunity Program and the DoD's Model Military Equal Opportunity Program to enhance the DAF's ability to promote an environment of equal opportunity and nondiscrimination for all Airmen and Guardians (military and civilian).

2.13. The DAF will provide reasonable accommodation and personal assistance services to qualified individuals with disabilities who are DAF civilians or applicants for employment, unless to do so would cause undue hardship in accordance with the Rehabilitation Act of 1973 (29 USC § 791 et seq.).

2.14. The DAF at all levels will provide equal opportunities and promote the full realization of equal employment for DAF civilians through a continuous affirmative program consistent with federal laws, regulations, and executive orders.

**3. The Department of the Air Force Equal Opportunity Commitment of Service.** When engaging with the DAF EO Program concerning EEO complaints of unlawful discrimination, discriminatory harassment (including sexual harassment), or MEO complaints of prohibited discrimination, and discriminatory harassment (including sexual harassment), all Airmen and Guardians (military and civilians) will be:

3.1. Treated with dignity and respect in an environment free from unlawful discrimination and discriminatory harassment (including sexual harassment) against DAF civilian employees, former employees, and applicants for employment and prohibited discrimination, discriminatory harassment (including sexual harassment), and other forms of harassment (bullying and hazing) against military members described in this publication.

- 3.2. Provided timely, fair, and impartial services by trained and competent EO professionals who will maintain high personal and professional standards.
- 3.3. Afforded the opportunity to provide a statement of events from their perspective without judgment from EO Directors and EO Practitioners.
- 3.4. Notified of any conflicts of interests that prevent EO Directors and EO Practitioners from being able to provide competent and impartial services.
- 3.5. Provided privacy, where permissible by law and/or policy, on information disclosed to EO professionals with the understanding that EO does not have the privilege of confidentiality.  
**Note:** Confidentiality cannot be provided during the formal EEO complaint process.
- 3.6. Informed of EO Directors' and EO Practitioners' obligation to report suspected criminal activity to the commander(s) (and civilian equivalents) and appropriate law enforcement agencies.
- 3.7. Informed that EO Directors and EO Practitioners can facilitate referrals to available and eligible resources or services with consent of that Airman or Guardian.
- 3.8. Asked to describe the incident to as few representatives as practicable and not be required to unnecessarily repeat a description of the incident.
- 3.9. Protected from retaliation and/or reprisal.
- 3.10. Permitted to be accompanied by a companion of choice (e.g., friend, coworker, etc.) or other representative who may support and assist a potential complainant. For military sexual harassment complainants, this can include being accompanied by sexual assault response coordinators and sexual assault prevention and response victim advocates.

**4. Responsibilities and Authorities.** Where applicable, organizations addressed in this section are responsible for their policies and procedural guidance regarding matters relating to or that may intersect with equal opportunity and nondiscrimination.

**4.1. The Assistant Secretary of the Air Force, Manpower and Reserve Affairs (SAF/MR)** , as designated by the Secretary of the Air Force, serves as the DAF Equal Employment Opportunity Director pursuant to 29 CFR § 1614.102(b)(4) and is authorized to act for the Secretary of the Air Force to oversee policy and compliance matters that promote nondiscrimination and equal opportunity described in Headquarters Mission Directive (HAFMD) 1-24, *Assistant Secretary of The Air Force (Manpower and Reserve Affairs)*. This includes ensuring EEO complaints of unlawful discrimination and discriminatory harassment (including sexual harassment) and MEO complaints of prohibited discrimination, discriminatory harassment (including sexual harassment), and other forms of harassment (bullying and hazing) are processed and resolved. This also includes establishing affirmative programs that promote equal opportunity and identify and eliminate discriminatory practices and policies consistent with federal laws, regulations, and executive orders. The DAF Equal Opportunity (EO) Program (SAF/MRQ) is the office of primary responsibility (OPR) for implementing the DAF EEO complaint program, AEP, DP, and MEO program. The Air Force Review Boards Agency (SAF/MRB) is the OPR for rendering final agency decisions and final agency orders on individual EEO complaints of unlawful discrimination and harassment pursuant to 29 CFR § 1614.110 and serves as the final appeal authority for formal MEO complaints.

4.2. **The General Counsel (SAF/GC)** advises the Secretary of the Air Force and Headquarters DAF organizations on all matters covered by this publication. The Deputy General Counsel for Fiscal, Ethics and Administrative Law (SAF/GCA) is the OPR for providing SAF/GC legal support matters on civilian EEO program matters and provides oversight of the Negotiation and Dispute Resolution Program. The roles between SAF/GC and the Air Force Judge Advocate General (AF/JA) are delineated in HAFMD 1-14, *General Counsel and The Judge Advocate General*.

4.3. **The Inspector General (SAF/IG)** provides policy guidance, develops procedures, and establishes and evaluates the Air Force Inspector General Complaints Resolution Program to include matters related to reprisal, restriction, and complaints against DAF senior officials that include military equal opportunity allegations. Nothing in this section is intended to supersede HAFMD 1-20, *Office of the Inspector General*.

4.4. **The Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1)** develops and implements military and civilian personnel policies, guidance, and programs as described in HAFMD 1-32, *Deputy Chief of Staff of The Air Force Manpower, Personnel, and Services*. This includes promoting nondiscrimination and equal opportunity policies and programs and implementing policies for civilian standards of conduct that address civilian harassment allegations not based on an EEO protected class.

4.5. **The Deputy Chief of Space Operations for Personnel (SF/S1)** develops Space Force personnel policies, guidance, programs, and legislative initiatives as well as provides coordination on departmental publications to meet United States Space Force strategic objectives force sustainment to include family matters, resilience programs, quality of work/life initiatives, commanders' programs, military and civilian personnel. This includes promoting and implementing nondiscrimination and equal opportunity policies and programs consistent with this publication.

4.6. **The Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4)** assists the Secretary of the Air Force, other Secretariat offices, and the Chief of Staff in carrying out the organizing, training, and equipping of personnel for all facets of Logistics, Engineering and Force Protection programs for the DAF as described in HAFMD 1-38, *Deputy Chief of Staff, Logistics, Engineering and Force Protection*. This includes the focal point for execution of protection efforts as described in Air Force Policy Directive (AFPD) 31-1, *Integrated Defense*, protection functions for law enforcement operations and investigations in accordance with Department of the Air Force Instruction (DAFI) 71-101 Volume 1, *Criminal Investigations Program*, and implementation of 10 USC § 2672, *Protection of buildings, grounds, property, and persons*. AF/A4 will also promote and implement equal opportunity and nondiscrimination policies and programs consistent with this publication.

4.7. **The Judge Advocate General (AF/JA)** advises the Secretary of the Air Force and Headquarters DAF organizations on all matters covered by this publication and provides legal oversight through the AF/JA functional chain. AF/JA serves as the primary legal advisor to the DAF on matters of EO litigation. The roles between SAF/GC and AF/JA are delineated in HAFMD 1-14 and DAF Instruction (DAFI) 36-2710, *Equal Opportunity Program*.

4.8. **The Chief of Air Force Reserve (AF/RE)** develops and implements personnel, operations, and maintenance policies and programs for the Air Force Reserve and provides oversight in support of DAF policies as described in HAFMD 1-42, *Chief of Air Force Reserve*. This includes promoting and implementing nondiscrimination and equal opportunity policies and programs in compliance with this publication.

4.9. **The Headquarters of the Department of the Air Force**, consisting of the Office of the Secretary of the Air Force (known as the Secretariat), the Air Staff, and the Office of the Chief of Space Operations (known as the Space Staff), will promote and implement equal opportunity and nondiscrimination policies and programs consistent with this publication.

4.10. **The Chief of the National Guard Bureau (CNGB)** promulgates nondiscrimination and equal opportunity policies and programs through the Office of Equal Opportunity Compliance (NGB-EO) for all National Guard members. The Director of the Air National Guard (NGB/CF) implements personnel, operations, and maintenance policies and programs for the Air National Guard and provides oversight in support of DAF policies. This includes promoting and implementing nondiscrimination and equal opportunity policies and programs in accordance with this publication.

4.11. **Major Commands, Field Commands, Direct Reporting Units, Geographically Separated Units, and Field Operating Agencies** will promote and implement equal opportunity and nondiscrimination policies and programs consistent with this publication.

TROY E. MEINK  
Secretary of the Air Force

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

5 USC § 552, *Public information; agency rules, opinions, orders, records, and proceedings*

10 USC § 1561, *Complaints of sexual harassment: investigation by commanding officers*

29 USC § 204, § 206, § 626, § 633(a), § 791

42 USC § 2000e-16, *Employment by Federal Government*

5 CFR Part 720, *Affirmative Employment Programs*

5 CFR Part 1201, *Merit Systems Protection Board, Practices and Procedures*

29 CFR Part 1614, *Federal Sector Equal Employment Opportunity*

29 CFR Part 1630, *Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act*

32 CFR Part 191, *The DoD Civilian Equal Employment Opportunity (EEO) Program*

DoDD 1020.1, *Nondiscrimination on the Basis of Handicap in Programs and Activities Assisted or Conducted by the Department of Defense*, 31 March 1982

DoDD 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, 21 May 1987

DoDD 5500.11, *Nondiscrimination in Federally Assisted Programs*, 27 May 1971

DoDI 1020.03, *Harassment Prevention and Response in the Armed Forces*, 8 February 2018

DoDI 1020.04, *Harassment Prevention and Responses for DoD Civilian Employees*, 30 June 2020

DoDI 1020.06, *Establishing and Maintaining Comprehensive Reasonable Accommodation Policies and Programs*, 17 January 2025

DoDI 1350.02, *DoD Military Equal Opportunity Program*, 4 September 2020

DoDI 1400.25 V1614, *DoD Civilian Personnel Management System: Investigation of Equal Opportunity (EEO) Complaints*, 5 November 2015

DoDI 5400.11, *DoD Privacy and Civil Liberties Programs*, 29 January 2019

HAFMD 1-14, *General Counsel and the Judge Advocate General*, 29 December 2016

HAFMD 1-20, *Office of the Inspector General*, 5 January 2021

HAFMD 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, 28 January 2019

HAFMD 1-32, *Deputy Chief of Staff of The Air Force Manpower, Personnel, and Services*, 13 September 2019

HAFMD 1-38, *Deputy Chief of Staff, Logistics, Engineering and Force Protection*, 21 June 2021

HAFMD 1-42, *Chief of Air Force Reserve*, 27 April 2021  
DAFPD 51-12, *Negotiation and Dispute Resolution*, 12 January 2023  
AFPD 31-1, *Integrated Defense*, 21 June 2018  
DAFI 36-147, *Civilian Conduct and Responsibility*, 11 January 2023  
DAFI 36-2710, *Equal Opportunity Program*, 23 May 2024  
DAFI 51-1201, *Negotiation and Dispute Resolution Program*, 10 February 2023  
DAFI 71-101 Volume 1, *Criminal Investigations Program*, 24 January 2025  
AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

#### ***Adopted Forms***

DAF Form 847, *Recommendation for Change of Product*

#### ***Prescribed Forms***

None

#### ***Abbreviations and Acronyms***

**ADA**—Americans with Disabilities Act  
**ADEA**—Age Discrimination in Employment Act  
**AEP**—Affirmative Employment Program  
**AFI**—Air Force Instruction  
**AFPD**—Air Force Policy Directive  
**ANG**—Air National Guard  
**CFR**—Code of Federal Regulations  
**DAF**—Department of the Air Force  
**DAFI**—Department of the Air Force Instruction  
**DAFPD**—Department of the Air Force Policy Directive  
**DoD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DoDI**—Department of Defense Instruction  
**DP**—Disability Program  
**EEO**—Equal Employment Opportunity  
**EOC**—Equal Employment Opportunity Commission  
**EO**—Equal Opportunity  
**GINA**—Genetic Information Nondiscrimination Act  
**HAFMD**—Headquarters Mission Directive

**MEO**—Military Equal Opportunity

**NGB**—National Guard Bureau

**OPR**—Office of Primary Responsibility

**SORN**—System of Records Notices

**USC**—United States Code

#### *Office Symbols*

**AF/A1**—Deputy Chief of Staff for Manpower, Personnel and Services

**AF/A4**—Deputy Chief of Staff, Logistics, Engineering and Force Protection

**AF/JA**—Judge Advocate General

**AF/RE**—Chief of Air Force Reserve

**NGB/CF**—Director of Air National Guard

**NGB/EO**—Office of Equal Opportunity Compliance

**SAF/GC**—General Counsel

**SAF/GCA**—Deputy General Counsel for Fiscal, Ethics and Administrative Law

**SAF/GCR**—Deputy General Counsel for Contractor Responsibility and Conflict Resolution

**SAF/IG**—Inspector General

**SAF/MR**—Assistant Secretary of the Air Force, Manpower and Reserve Affairs

**SAF/MRB**—Director of Air Force Review Boards Agency

**SAF/MRQ**—DAF Equal Opportunity Program

#### *Terms*

**Discriminatory Harassment (Military)**—As described in DoDI 1020.03, a form of harassment that is unwelcome conduct based on a protected class. Discriminatory harassment occurs when the conduct is severe or pervasive enough to create an environment that a reasonable person would consider intimidating, hostile, or offensive. Discriminatory harassment can occur in person, through electronic communications, including social media, and other forms of communication.

**Harassment (Military)**—As described in DoDI 1020.03, conduct that is unwelcome or offensive to a reasonable person, whether verbal or nonverbal, written, electronic, or physical, that creates an intimidating, hostile, or offensive environment. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Types of harassment include, but are not limited to, discriminatory harassment, sexual harassment, hazing, bullying, stalking, revenge porn, and other sexual misconduct. Stalking, revenge porn, and other sexual misconduct must be reported to the appropriate military criminal investigative organization. Harassment can be oral, written, or physical. Harassment can occur in person, through electronic communications, including social media, and other forms of

communication. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, making work assignments, or conducting performance counseling are generally not considered harassment. For the purpose of this publication, the DAF MEO program is limited to processing complaints alleging bullying and hazing as “other forms of harassment.”

**Hostile Environment (Civilian)**—A series of acts which are so severe or pervasive as to create a work environment that a reasonable person would consider intimidating, hostile, or offensive as to alter the terms and conditions of employment. The acts which make up the hostile environment may be discrete acts or may be ones which taken together are so frequent and severe that it creates a hostile or offensive work environment or rise to the level of an adverse employment action.

**Hostile Environment (Military)**—A hostile, intimidating, or offensive environment which unreasonably interferes with a military member’s performance and prevents them from functioning to their full capacity because of prohibited discrimination, discriminatory harassment, sexual harassment, and/or other forms of prohibited harassment (bullying and hazing). It need not result in concrete psychological harm to the affected individual but need only be perceived by a reasonable person and is perceived by the affected individual, as hostile, intimidating or offensive. Behavior does not need to occur in a physical workplace or unit/organization to create a hostile environment. Behaviors committed through electronic communications, including social media, other forms of communication, and in person can contribute to or cause a hostile, intimidating, or offensive environment.

**Prohibited Discrimination (Military)**—Discrimination, including disparate treatment, of an individual or group on the basis of a protected class that is not otherwise authorized by law or regulation and detracts from military readiness.

**Protected Class**—A group of people with a common characteristic who are legally protected from employment discrimination on the basis of that common characteristic. These protected characteristics are enumerated in the definitions for “Unlawful Discrimination (Civilian),” “Unlawful Discriminatory Harassment (Civilian),” “Prohibited Discrimination (Military),” and “Discriminatory Harassment (Military).” Protected classes are not limited to only minorities or underrepresented groups; members of all races, sexes, national origins, or religions are protected by the law.

**Unlawful Discrimination (Civilian)**—Pursuant to Title VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act of 1967 (ADEA), Rehabilitation Act of 1973, Americans with Disabilities Act of 1990 (ADA), Equal Pay Act of 1963, Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), and the Pregnant Workers Fairness Act of 2023, an unlawful employment practice occurs when an employer fails or refuses to hire or promote, discharges, or otherwise discriminates against any individual with respect to compensation, terms, conditions, or privileges of employment because of a protected class pursuant to 29 CFR Part 1614 and EEOC MD 110; limits, segregates or classifies employees or applicants for employment in any way that deprives or tends to deprive any individual of employment opportunities or otherwise adversely affects their status as an employee because of a protected class.

**Unlawful Discriminatory Harassment (Civilian)**—Pursuant to Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967 (ADEA), Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 (ADA), Equal Pay Act of 1963, and Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA) a form of employment discrimination consisting of behavior that is unwelcome or offensive to a reasonable person and that creates conditions that interfere with work performance or creates an intimidating, hostile, or offensive work environment based on a protected class.