

# CIVILIAN PERSONNEL TODAY



## HAPPY NEW YEAR!

Did you make new year resolutions for 2020? For the Civilian Personnel Office, the new year is all about developing ourselves and our products in order to serve as the best resource for you. As we enter a new decade, we will continue to support the USAF mission in the UK by providing critical Human Resources support through customer service, strategic consultation, and resource management. Our plan includes dedicating time to individuals and units to facilitate planning and solutions



As always, if you have an idea or topic that you think should be addressed in the next CPO Quarterly Newsletter, please contact our office at 238-3540 or [100fss.fsmc5@us.af.mil](mailto:100fss.fsmc5@us.af.mil) and it may appear in the next edition.

Did you know that the Civilian Personnel Office (CPO) is online? You can find us on Facebook @MildenhallCPO or via our [website](#). Look us up online and follow us on Facebook.



CPO Resiliency Training

### A LOOK INSIDE THIS ISSUE...

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**Starting of the New Year with a reminder to you all regarding the Air Force Merit Program.**

The Air Force Merit Promotion Program is designed to provide a uniform and equitable means of referral and selection for promotion opportunities according to merit principles. The identification, qualification, evaluation and selection of candidates must be made without regard to political affiliation, religion, labor organization affiliation, marital status, race, color, sex, national origin, non-disqualifying disability, sexual orientation, status as a parent, age or any other non-merit factor. Selection must be based solely on job-related criteria according to legitimate position requirements.

**The Merit Promotion Program is directed towards:**

- ◆ Contributing to the accomplishment of mission goals by staffing positions with high-quality employees
- ◆ Providing career opportunities for employees and ensuring that all employees are fully informed of those opportunities
- ◆ Ensuring management is aware of high-quality employees who have the capacity to perform in more responsible assignments
- ◆ Fostering and facilitating the mobility of employees in the interest of broadening their experiences and increasing their qualifications
- ◆ Ensuring the maximum utilization of employees in positions for which they are best qualified
- ◆ Ensuring that the skills, qualifications, achievements, and promotion potential of employees are recognized and fairly considered in the staffing process
- ◆ Encouraging employees to improve their performance to develop their knowledge skills and abilities

A sound merit promotion program properly administered and fully supported by management officials and employees at all levels is essential to the staffing of an effective and highly motivated civilian workforce.

**Related References:**

- ◆ *AFMAN 36-203, Staffing Civilian Positions*
- ◆ *5 CFR 335, Promotion and Internal Placement*
- ◆ *29 CFR 1614, Federal Sector Equal Employment Opportunity*



# Staffing Money News

## CivTA...

Free money for college for AF civilians of all pay grades. If you are not using the Civilian Tuition Assistance Program for your associate, bachelor, master or doctorate (including Juris Doctorate) level program you are paying too much! The program covers up to 75% of tuition costs and you may save even more money if you test out of courses using the zero cost College Level Examination Program (CLEP) or DANTES Subject Standardized Test (DSST) options at an on-base and/or fully funded testing center. Get started now by signing into myPers and following the tuition assistance link for more details. You can also contact the Education Center on RAF Mildenhall at 238-3475 for additional information.

## MyPay...

myPay now has a Transaction History feature available in your account. Transaction history allows you to view transactions that you have completed within the last 13 months beginning with any transactions you submit today or in the future.

The History includes transactions that are "In Process" and transactions that are "Sent to Pay System."

Transactions that are identified as "In Process" have not yet been sent to your pay system and you may cancel the transaction prior to 11:59 pm ET on the day of entry.

Transactions identified as "Sent to Pay System" have already been sent to your pay system for processing. Your LES will be your confirmation of what was processed.

At this point, only civilian myPay accounts have a new Transaction History feature, so if you have more than one type of account in myPay, you will only see it in your civilian account. The Transaction History feature will be added to other types of accounts in the future.



## MOD Resource Questions???

Do you have questions about MOD personnel and their:

- Attendance?
- Reporting requirements?
- Rewards?
- Behavior & Discipline?
- Training?
- Leave?

Please contact the MOD Business Support Team (BST) at:

- RAF Alconbury/Molesworth: 268 - 3966
- RAF Croughton/Fairford/Welford: 236 - 8036/8263
- RAF Lakenheath/Feltwell: 226 - 2415/6356/2301
- RAF Menwith Hill: 262 - 7740/7252/7259
- RAF Mildenhall: 238 - 2129/2823/5353

## CPO Contact Info

Reception Front Desk: 238 - 3540

### US CIV

- Staffing: 238 - 4935
- EMR & Resources : 238 - 4995

### LNDH

- Staffing Allowances: 238 - 4955
- EMR & Pensions: 238 - 4975

## Hours of Operation

Mon - Fri: 8:00 am - 3:00 pm  
After 3:00 pm by appointment only

### ADDRESS

100 FSS/FSMC  
Unit 4702  
RAF Mildenhall  
APO, AE 09459

100 FSS/FSMC  
Building 435  
RAF Mildenhall  
Bury St Edmunds  
Suffolk IP28 8NF



## **USAFE Legal & General Group Pension Scheme 3-yearly Cyclical Automatic Re-enrollment**

Cyclical automatic re-enrollment occurs every three years after the employer's staging date, the employers date for this purpose is 01 Jan 2020.

Automatic re-enrollment applies to all eligible jobholders who have already had an automatic enrollment date with their employer. If the eligible jobholder criteria are met on the automatic re-enrollment date (01 Jan 2020) automatic re-enrollment must take place with effect from date. Postponement of joining cannot be used with automatic re-enrollment.

We will be writing to all eligible job holders within 6 weeks, you will be sent a joining form and beneficiary nomination forms which will need to be completed and returned even if you decide to "opt-out" within the month of joining.

All eligible employees have a one-month period after automatic re-enrollment during which you may choose to "opt-out". If you do not wish to be in the scheme after automatic re-enrollment you will need to contact the provider to "opt-out" and let us know that you have done this. You can contact the provider directly once contributions have been

deducted from pay and your joining details have been given to Legal and General. To be eligible for 3 yearly re-enrollment you would be; earning over £10,000 per year, over the age of 22 years and under State Pension Age in addition, if you have not yet been eligible for an enrollment date, this may have been due to not meeting the criteria and you now qualify, you will be automatically enrolled. If you have "opted-out" or "cancelled" active membership with the 12 months to 3 years before the automatic re-enrollment date you may be re-enrolled if you meet the eligible jobholder requirements detailed above.

The employer also operates a two times annual salary Group Life Assurance for employees who are members of the pension scheme. Eligibility rules apply and Group Life Assurance coverage is up to the day before your state pension age. You will notice on the lower half of your wage slip the amount that says life assurance, this is not a deductible amount from your wages this is the amount that the employer pays for your life assurance coverage. If you have any questions regarding the above please contact 238-4994 or 238-2265.

## **Driver Vehicle Licensing Agency (DVLA) requirements for medical from age 45 years**

USAF will reimburse mandatory medical examination for drivers of LGV vehicles license in pursuant to the Road Traffic Act 1988 Section 99 (1A)(a)(i) & (ii).

We will provide a letter of reimbursement that you will need to sign along with your supervisor's signature. In order to be eligible this must be a requirement of your position description. You will require a medical examination every 5 years and upon receipt of your medical report you will need to forward the report to CPO together with proof of payment. CPO will sign and forward to the relevant finance office and payroll for reimbursement.

## **Appraisals**

We will shortly be nearing the end of the 2019-2020 performance cycle for our Appropriated Fund (AF) Local National Direct Hires (LNDH) staff on 31 March, 2020. Supervisors of employees who have occupied an AF LNDH position for at least 90 consecutive days throughout the cycle should receive a performance appraisal utilizing AF Form 3527.

All awards (both performance and time off) are recommended on an AF Form 1001, Award Recommendation Transmittal. Only employees on board for 6 months of the appraisal cycle are eligible for performance awards.

Appraisal guidance will be disseminated within the next few weeks.

## **Employee Attendance during Severe weather**

Now that the colder weather seems to be moving in please take note of the base weather line, so you can call in for morning updates. With Winter rapidly approaching this brings potential for severe rain, fog, ice or snow and may present difficult driving conditions to and from work; however, employees are to assume that their work site will be open each regular work day unless otherwise notified, regardless of weather conditions.

There may be occasions when late reporting, early dismissal, or installation closure is appropriate due to hazardous weather conditions. Only installation commanders have authority to release the work force for this reason. When a commander exercises this authority, notification is provided by the chain of command. Announcement may also be available through email and television broadcasts. In individual cases, supervisors may excuse unavoidable unpunctuality of up to two hours. This should only be considered when employees demonstrate they made every reasonable attempt to report for duty. All absences due to weather must be documented on employee time cards.

Some employees perform mission essential services so critical that they must report for duty even during hazardous weather. Examples include firefighting and snow removal personnel. Supervisors should contact the CPO for assistance regarding essential positions. Essential employees must be notified in writing and advised of the reasons for the designation. This hazardous weather designation is different from the "emergency essential" designation which requires certain employees to remain on duty in support of wartime operations when other civilians have evacuated.

## **Use-or-Lose annual Leave LNDH employees**

If you are a Local National Direct Hire (LNDH) employee paid from Appropriated Funds (APF) now is the time to plan your leave year. Don't forget any annual leave you may have exceeding the annual entitlement at the end of the leave year will be forfeited. Earned unused annual leave not exceeding the annual entitlement which remains at the end of the current leave year, may be carried forward to the next year.

The leave year for Non-Appropriated Fund (NAF) employees is the beginning of the first complete pay period in November to the beginning of the first complete pay period in November the following year. Employees and supervisors working together to carefully plan annual leave schedules

provide the mutual benefits. It allows the supervisor the opportunity to ensure the minimum of disruption to the operation, but at the same time it usually allows employees to take annual leave at the time they really want it and in doing so avoids employees losing unused annual leave at the end of the leave year. Obviously everyone cannot be off work at the same time, and supervisors cannot please everyone, but by planning now, it should allow you to use your annual leave according to your personal requirements.

Except in cases of emergency, annual leave is requested by the employee and approved in advance of the absence.

## **Privilege Holiday**

In addition to the public holidays, regular and indefinite employees are authorized an additional privilege holiday each calendar year (an extra day off without having to take annual leave). To the extent possible, this holiday should be scheduled to coincide with a US legal holiday; however, final determination should be made at installation level in January of each year. Each facility may determine what particular day will be observed by all employees as the privilege day i.e. 4<sup>th</sup> July. If this is not the case, the employee should request to take their privilege day and seek their supervisor's approval. Employees appointed during the current calendar year will be entitled to the privilege holiday falling in that year if observed after the date of appointment.

## Whistleblower Protection/ Prohibited Personnel Practices

The U.S. Office of Special Counsel (OSC) is an independent agency that protects federal employees from prohibited personnel practices, including whistleblower retaliation and unlawful hiring practices. OSC also provides an independent, secure channel for disclosing and resolving wrongdoing in federal agencies.

The Whistleblower Protection Act of 1989 and the Whistleblower Protection Enhancement Act of 2012 provide the right for all covered federal employees to make whistleblower disclosures and to ensure that employees are protected from whistleblower retaliation. The Dr. Chris Kirkpatrick Whistleblower Protection Act of 2017 and OSC's Reauthorization Act of 2017 further enhanced and reinforced these rights and protections.

Whistleblowing is defined as the disclosure of information that an employee reasonably believes evidences: a violation of any law, rule or regulation; gross mismanagement; gross waste of funds; an abuse of authority; a substantial and specific danger to public health or safety; or censorship related to scientific research or analysis. Employees may make lawful disclosures to anyone, including, for example, management officials, the

Inspector General of an agency, and/or OSC.

Please review the fact sheets, *Your Rights as a Federal Employee*, which provides detailed information on the fourteen prohibited personnel practices and employees' rights to file complaints with OSC and *Know Your Rights When Reporting Wrongs*, which describe different avenues for making whistleblower disclosures as federal employees. The fact sheets can be found on myPers at [Whistleblower Protection and Prohibited Personnel Practices](#). More information is found on the OSC website <https://osc.gov/>

Federal employees have the right to be free from prohibited personnel practices, including retaliation for whistleblowing. This agency is committed to making sure that all employees are aware of their rights as well as the safeguards that are in place to protect them.



## Thrift Savings Plan (TSP)


### Thrift Savings Plan (TSP)

- ✦ Voluntary retirement savings and investment plan
- ✦ Contribution can be made to Roth and/or Traditional TSP in whole dollar and/or percentages
- ✦ Matching contributions go into Traditional TSP
- ✦ Catch-Up contributions available to employees 50+ years old

**BEST Contact #: 1-800-525-0102;  
option 2 then option 3**

**TSP Contact #: 1-404-233-4400 (M-F 7am-9pm EST – Local Time 12pm – 2am)**

**New withdrawal options now available** (Sept 15, 2019) We're pleased to announce that all participants now have more options when seeking to withdraw retirement savings from their TSP accounts.

For a detailed summary of the new withdrawal options, read our updated fact sheet, [Questions and Answers about Changes to TSP Withdrawal Options](#) .

**New TSP Podcast** — (September 26, 2019) We're happy to announce our new podcast, The Real TSP! Hosted by TSP educators, each episode provides an in-depth look into your retirement investment plan and answers questions you care about the most. Whether you're brand new to the government, well into your retirement years, or serving our country in the U.S. or abroad, this podcast has something for you. Find our podcasts at [youtube.com/tsp4gov](https://youtube.com/tsp4gov).

## DPMAP Calendar 2019 - 2020 Cycles

- ▶ **31 Dec 2019**
  - Last day to establish/approve/ modify
  - Employee Performance Plan
- ▶ **31 Mar 2020**
  - End of cycle

Questions?

Please contact our office at 238-4995 or  
100FSS.FSCA.APFEMR@us.af.mil

### LNDH Supervisory Training, 2020

- 20 February 2020
- 19 March 2020

All personnel (**military/civilians**) whom supervise LNDH personnel are required to complete the supervisory training to allow them to be aware of policies, regulations and effectively supervise LNDH personnel. LNDH supervisory training is mandated by 5 C.F.R part 412—Executive Management and Supervisory Development and is also under the United States Code, Title 5 Government Organization and Employees; and Appendix Part III and must be completed within 6 month of supervisory status. The class is a one day class held at RAF Mildenhall, Civilian Personnel, Bldg. 435. The class commences at 08:30 and usually runs till 15:00. To view slides and documents that will be used in class, please visit our share-point site found below.

Please follow the link to self-register on our share-point page.

<https://portal.usafe.af.mil/sites/100MSG/FSS/FSM/CivilianPersonnel/FSSClassSignup/default.aspx>

## Safe Driving In Fog

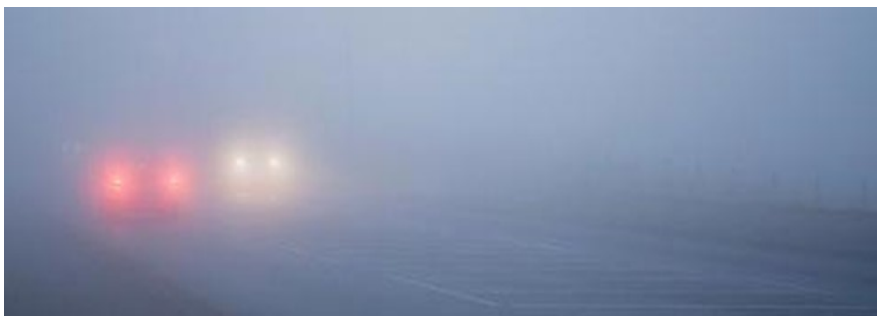
**Reduced visibility can be extremely dangerous. Taking precautions and knowing what to do when on the road can help reduce risk.**

Fog dramatically reduces visibility, meaning motorists must reduce their speeds significantly to ensure the roads are safe for both themselves and other users.

**Fog lights:** The Highway Code states that headlights must be used when visibility is less than 100 metres – roughly the length of a football (soccer) pitch. Those needing to travel are advised to take extra care and ensure their lights (particularly fog lights) are in good working order before setting off. Drivers should also carry a mobile phone with a fully-charged battery and car adaptor if available (together with contact numbers if not already stored on the phone), and should ensure that their fuel tank is full, as using lights and heating can use a lot more fuel than usual.

The following tips should always be followed when driving in fog:

- \* Make sure you know how to operate your front and rear fog lights before setting off. Don't confuse these with your 'full-beam' setting (see below)
- \* Headlights should be dipped at all times
- \* Follow the 'two-second rule' to leave sufficient space between you and the car in front
- \* Don't attempt to navigate using the car in front's tail lights, as this could lead you to getting too close to them and not leave sufficient stopping distance
- \* If visibility is very limited, wind down your windows at junctions and crossroads to allow you to listen out for approaching traffic. If you really cannot see, you should consider stopping until it is safe to continue



## DPMAP News...

**The Importance of 31 December in DPMAP** = only 90 days left in 2020 cycle (1 Jan is a holiday)

> Creating or Modifying 2020 Performance Plans

> Last day to approve or modify 2020 Performance Plans was 31 Dec

> Starting 2 Jan you can only create 2021 Performance Plans

> If Employee or Supervisor leave position: employees who have performed under an approved Performance Plan for at least 90 days AND either their supervisor changes OR their last duty day is:

> On or before 31 December, **require** a Narrative Statement be completed in MyPerformance.

> After 31 December, **require** an Appraisal and Rating of Record be completed in MyPerformance.

> Effect on Performance Based Awards for 2020 Cycle

> **Eligible:** employee on an approved Performance Plan **on or before** 31 Dec

> **Ineligible:** employee whose Performance Plan is approved **after** 31 Dec

\*Note, time spent in a Leave Without Pay (LWOP) status does not count toward the required 90 days performed under an approved performance plan, BUT if the employee has performed under an approved plan for at least 90 days, and then enters a LWOP status, a rating of record (appraisal) should be completed when either the employee's LWOP status ends (for example, resigns or is picked up by another command) **OR** the end of the 2020 cycle (31 March 2020); whichever event comes first.

Questions? Please contact our office at 238-4995 or 100FSS.FSCA.APFEMR@us.af.mil

## Employee Assistance Program (EAP) New Phone Number and New Website

UPDATE: The Air Force Employee Assistance Program was relaunched on Nov. 10, 2019;

**New Number: 1-866-580-9078**

**New Web Address: [www.AFPC.af.mil/EAP](http://www.AFPC.af.mil/EAP)**

\*\*\*We have requested an international number and a DSN.

The program will provide the same services and same access to care provided in the past with continued access 24/7 via telephone, website or in-person.

The AF EAP program provides civilian employees and their families with free, confidential resources and support to help manage normal everyday life challenges that may affect job performance and personal well-being.

Air Force civilian personnel (APF and NAF), Guard and Reserve, and family members will be able to use the program at no charge to the individual or family member. This will also include any Army personnel that might fall under an installation's area of responsibility as well.



## Thrift Savings Plan (TSP).

Each year the Internal Revenue Service (IRS) places limits on the dollar amount of contributions that can be contributed to the Thrift Savings Plan (TSP). The limit for regular contributions (traditional and/or Roth) is referred to as the elective deferral limit, Internal Revenue Code (IRC) Section 402(g). For 2020, the elective deferral limit is \$19,500, which is an increase from calendar year 2019. Once you reach the IRS limit, your contributions will automatically stop and will resume the next tax year if you are still enrolled in TSP. If you are a Federal Employees Retirement System (FERS) employee, it is very important that you do not reach the elective deferral limit before the end of the year because once your contributions stop, agency matching contributions will also stop.

If you are age 50 and older, you are eligible to make Catch-Up contributions. Catch-Up contributions are additional tax-deferred contributions to your TSP account. Catch-Up contributions are in addition to your regular contributions and have their own annual limit. For 2020, the annual limit for Catch-Up contributions is \$6,500, which is an increase from calendar year 2019. Deductions for catch-up contributions will automatically stop when you reach the annual limit, or the last pay date of the calendar year, whichever comes first. A Catch-Up contribution election must be submitted each year you wish to participate.

For more information regarding regular TSP or Catch-Up contributions, visit myPers [https://mypers.af.mil/app/answers/detail/a\\_id/23799/kw/23799](https://mypers.af.mil/app/answers/detail/a_id/23799/kw/23799) to review the TSP program page.

NOTE: If you are not eligible to participate in the TSP program, please disregard this message.

## Cyber News

### - Insider Threat and Protecting Classified Information

One of the most damaging threats in any organization may be their own people.

With the recent cases of Manning and Snowden, it is vital to be aware of Insider Threats. The reason these individuals were able to steal vast amounts of classified data was a lack of security procedures and co-workers lack of attention. This is such a big deal that the DoD directed, September 2019 as the first "National Insider Threat Awareness Month". Even with this, you may find yourself asking:

### - Why is this important?

Loss of classified information could cause serious damage and endanger our national security. I'm sure we all know someone or have been witnessed to a member being locked out of their NIPR terminal due to a Negligent Discharge of Classified Information (NDCI a.k.a. CMI). It may seem harmless but what if that information contained troop movements or classified operations and/or locations? It could put our Airman's lives at risk. To protect yourselves and our Airman be sure to protect information that your unit deems necessary and critical to its operations.

Remember protecting and safeguarding DoD Classified Information, FOUO, CUI and PII is everyone's responsibility.

**See Something, Say Something!**

*Report all suspicious activity to 100 CS/CFP or Wing Cybersecurity Office at:*

[100CS.SCOSC@us.af.mil](mailto:100CS.SCOSC@us.af.mil) or [100ARW.IA@us.af.mil](mailto:100ARW.IA@us.af.mil)



## Prohibited Personnel Practices

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### By law, Federal employees **may not**:

- Discriminate
  - Solicit or consider employment recommendations based on factors other than personal knowledge or records of job related abilities or characteristics
  - Coerce the political activity of any person
  - Deceive or willfully obstruct any person from competing for employment
  - Influence any person to withdraw from job competition
  - Give an unauthorized preference or advantage to improve or injure the prospects of any particular person for employment
  - Engage in nepotism
  - Take or threaten to take a personnel action because of whistleblowing
  - Take or threaten to take a personnel action because of the exercise of a lawful appeal, complaint, or grievance right
  - Discriminate based on personal conduct which does not adversely affect the performance of the employee or other employees
  - Knowingly take or fail to take personnel action in the violation of veteran's preference laws
  - Violate any law, rule or regulation implementing or directly concerning merit system principles
  - Implement or enforce a nondisclosure agreement or policy lacking notification of whistleblower rights
  - Access the medical record of an employee or applicant, as part of, or in furtherance of any of the above-listed prohibitions
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### More information may be obtained from:

U.S. OFFICE OF SPECIAL COUNSEL  
1730 M STREET, N.W., SUITE 218  
WASHINGTON, DC 20036-4505  
[www.osc.gov](http://www.osc.gov) | [info@osc.gov](mailto:info@osc.gov)

PHONE: (202) 804-7000\* | TOLL FREE: 1-800-872-9855\*

\*Hearing and Speech Disabled: Federal Relay Service 1-800-877-8339

# Alternative Dispute Resolution (ADR) 100 ARW/CC



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 100TH AIR REFUELING WING (USAF)  
ROYAL AIR FORCE MILDENHALL, ENGLAND

12 September 2019

MEMORANDUM FOR TEAM MILDENHALL PERSONNEL

FROM: 100 ARW/CC

SUBJECT: Guidance on Alternative Dispute Resolution (ADR) for Workplace Disputes

1. The intent of ADR is to informally resolve complaints through ADR techniques and methods. I am committed to using alternative methods for resolving disputes in all of our activities. ADR, specifically mediation and facilitation, provides the capability for individuals involved in a workplace dispute to come together in a non-adversarial way to explore solutions to conflict.
2. The Air Force approves using mediation and facilitation as an enhancement to resolving disputes. Using ADR minimizes confrontation and paves the way for open and candid discussion. The addition of ADR does not replace existing administrative processes, nor does it change any rights of employees. ADR is intended as an alternative problem solving technique to resolve workplace issues.
3. I challenge all commanders, managers, and supervisors to employ ADR in an effort to resolve workplace conflict and disputes. I also encourage employees to use ADR in conjunction with traditional methods of pursuing solutions to workplace disputes. Working together, we can overcome barriers and improve our cooperative working relationships.
4. Should you have any questions regarding the ADR Program or Plan, please contact the Equal Opportunity Office at 238-2468.

A handwritten signature in black ink, appearing to read "S. T. Pananon".

S. TROY PANANON, Colonel, USAF  
Commander

# Equal Opportunity (EO) Policy

## 100 ARW/CC



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 100TH AIR REFUELING WING (USAF)  
ROYAL AIR FORCE MILDENHALL, ENGLAND

12 September 2019

MEMORANDUM FOR TEAM MILDENHALL PERSONNEL

FROM: 100 ARW/CC

SUBJECT: Equal Opportunity (EO) Policy

1. In our Air Force, the contribution of each member is crucially important. Whether military or civilian, people are our most valuable resource. As an Air Force, we must perform our mission in an environment fostering fair and equitable treatment for all. We must value and protect this critical resource and treat each other with dignity and respect.
2. My firm policy is to establish and support a work and living environment where a person does not have to face or tolerate discrimination or harassment on the basis of race, color, religion, national origin, sex, sexual harassment, sexual orientation, or for civilian employees and applicants, age, disability, genetic information and reprisal. I expect everyone to know and support the Air Force's "Zero Tolerance" policy on unlawful discrimination and sexual harassment. Individuals who violate this policy will receive swift and appropriate action.
3. Be aware of the possible effects of your words, actions and what goes on around you. A strong team effort is required to accomplish our mission. Discriminatory practices destroy teamwork. We are all responsible for maintaining a professional working environment where everyone can contribute their best. Make sure there is no place for offenses of this nature in your unit.
4. Please continue your efforts and your vigilance to uphold these policies and Team Mildenhall will remain a model workplace of equal opportunity and diversity. If you believe you or a member of your family or team has been subjected to discrimination or sexual harassment, immediately report it to your chain of command or to Team Mildenhall's Equal Opportunity Staff. In addition, personnel may report these allegations to the Air Force Discrimination Hotline at 1-888-231-4058.

A handwritten signature in black ink, appearing to read "S. Pananon".

S. TROY PANANON, Colonel, USAF  
Commander

# Anti-Harassment and Discrimination

## 100 ARW/CC



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 100TH AIR REFUELING WING (USAF)  
ROYAL AIR FORCE MILDENHALL, ENGLAND

12 September 2019

MEMORANDUM FOR TEAM MILDENHALL PERSONNEL

FROM: 100 ARW/CC

SUBJECT: Anti-Harassment and Discrimination Memorandum

1. I want to take this opportunity to reaffirm the Air Force's commitment to equal opportunity and diversity and to a workplace free of discrimination and harassment. Your combined and continuous commitment to these policies helps ensure a strong organization that delivers on the mission.
2. The policy remains: zero tolerance for workplace harassment. If discrimination or harassment occurs we will aggressively investigate allegations and take appropriate disciplinary action. Finally, all employees are free to participate in the Equal Opportunity (EO) complaint process or to oppose discrimination without fear of retaliatory action against them.
3. The bottom line: productivity demands excellence, and excellence requires individual dignity and respect. Please continue your efforts and your vigilance to uphold these policies, and Team Mildenhall will remain a model workplace of equal opportunity and diversity. There are multiple EO avenues available for military members and civilians. If you believe you or a member of your family or team has been subjected to discrimination or sexual harassment, immediately report it to your chain of command or to 100 ARW/EO at DSN 238-2468. In addition, personnel may report these allegations to the Air Force Discrimination Hotline at 1-888-231-4058.

A handwritten signature in black ink, appearing to read "S. Pananon".

S. TROY PANANON, Colonel, USAF  
Commander

# Alternative Dispute Resolution (ADR)

## 48 FW/CC



### DEPARTMENT OF THE AIR FORCE 48TH FIGHTER WING (USAF)

26 Jul 18

MEMORANDUM FOR 48TH FIGHTER WING PERSONNEL

FROM: 48 FW/CC

SUBJECT: Alternative Dispute Resolution (ADR) Guidance Memorandum

1. In accordance with Air Force Policy Directive 51-12, *Alternative Dispute Resolution*, Air Force Instruction 51-1201, *Alternative Dispute Resolution in Workplace Disputes*, and Department of Defense Directive 5145.5, *Alternative Dispute Resolution*, RAF Lakenheath provides the ADR process to individuals for resolution of workplace disputes, formal or informal, arising out of existing or prospective employment relationship between the Air Force and its civilian employees, or military members, for which a remedial process is authorized by law, regulation, or policy. Guidance of the use of ADR workplace disputes is located in the 48 FW Sharepoint <https://portal.usafe.af.mil/sites/48FW/default.aspx> (Click on Wing Staff Agencies, Equal Opportunity.)
2. ADR is a different way of doing business, but it can be a better way to achieve cooperative problem solving. Commanders and supervisors who utilize this process will find ADR methodologies are an excellent tool for resolving disputes between personnel. By working together, we can overcome impediments to sustained productivity, improve our working relationships, and ensure mission accomplishment.
3. The 48 FW/EO Director, Mrs. Ofelia Mejiaortega, is the ADR Manager for workplace disputes at RAF Lakenheath. The ADR Manager's role in this regard is to ensure RAF Lakenheath ADR needs are met to include education, marketing, guidance services, and reporting. ADR mediators are available to assist you in any matter where ADR may be appropriate.
4. If there are any questions, please contact the EO Office at extension 226-2468 they are available to assist with ADR related issues.

A handwritten signature in black ink, appearing to read "W. L. Marshall".

WILLIAM L. MARSHALL, Colonel, USAF  
Commander

# Equal Opportunity (EO) Policy

## 48 FW/CC



### DEPARTMENT OF THE AIR FORCE 48TH FIGHTER WING (USAF)

26 Jul 18

MEMORANDUM FOR 48TH FIGHTER WING PERSONNEL

FROM: 48 FW/CC

SUBJECT: 48<sup>th</sup> Fighter Wing Equal Opportunity (EO) Statement

1. The Liberty Wing enjoys a reputation for excellence achieved in a healthy human relations climate. The diversity of the personnel assigned, and the diversity of our community and nation, is fundamental to our strength, our courage and an example to the world that equal opportunity and treatment strengthens a nation and benefits all people.
2. It is my policy to establish and support an environment where a person does not have to face or tolerate discrimination or harassment on the basis of race, color, national origin, religion, sex (including pregnancy, gender identity, and sexual orientation), or for civilian employees and applicants, age, disability, genetic information and reprisal. I expect everyone to know and support the Air Force's "zero tolerance" policy on unlawful discrimination and sexual harassment; it is spelled out in AFI 36-2706, *Equal Opportunity Program Military and Civilian*. We must work hard to ensure there is no discrimination or sexual harassment on our installation. Individuals who violate this policy will receive swift and appropriate action.
3. If you are a commander or a supervisor, I expect you to take an active role in building trust and teamwork in your organization. You can do that by creating a positive, team-building environment, and eliminating barriers that keep your Airmen from performing at their highest capabilities. The use of derogatory racial, sexual or sexual orientation terms, slurs, jokes, or comments has no place in the Liberty Wing and none of us will tolerate such destructive conduct.
4. Compliance with the 48 FW EO Statement is mandatory for all Air Force employees both military and civilian IAW DoD 1350.2 and AFI 36-2706. If you have any questions or further assistance regarding EO, contact the 48 FW/EO office at 226-2468 or [48/FW\\_EO@us.af.mil](mailto:48/FW_EO@us.af.mil).



WILLIAM L. MARSHALL, Colonel, USAF  
Commander

# Anti-Harassment & Discrimination 501 CSW/CC



DEPARTMENT OF THE AIR FORCE  
501ST COMBAT SUPPORT WING (USAFE)

OCT 03 2019

MEMORANDUM FOR 501ST COMBAT SUPPORT WING PERSONNEL

FROM: 501 CSW/CC

SUBJECT: Anti-Harassment and Discrimination Memorandum

1. I want to take this opportunity to reaffirm the Air Force's commitment to equal opportunity and diversity and to promote a workplace free of discrimination and harassment. Your continuous commitment to this policy helps ensure a strong organization that achieves the mission.
2. The 501st Combat Support Wing has zero tolerance for any form of discrimination. We do not discriminate against employees, applicants for employment, or customers based on race, color, religion, sex, sexual orientation, national origin, age, disability, genetic information, or reprisal. We must treat each other with dignity and respect.
3. If discrimination or harassment occurs, we will thoroughly investigate allegations and take appropriate disciplinary action. All employees are encouraged to participate in the Equal Opportunity (EO) complaint process, if required, without fear of retaliation or reprisal. If you believe you or anyone you know has been subjected to discrimination or sexual harassment, immediately report it to your chain of command, to the 501 CSW/EO office at DSN 268-3829, or to the Air Force Discrimination & Sexual Harassment Hotline at 1-888-231-4058.
4. Working together, I am confident we can eliminate harassment and discrimination across the 501st Combat Support Wing, and across our Air Force. I appreciate your support for this critical effort.

KURT A. WENDT, Colonel, USAF  
Commander