



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

DEC 21 2020

MEMORANDUM FOR AIRMEN AND GUARDIANS

FROM: SAF/MR
1660 Air Force Pentagon
Washington, DC 20330-1660

SUBJECT: Policies to Improve Accountability within a Diverse Department of the Air Force

The Department of the Air Force strives to embody an environment of dignity, respect, and inclusivity for all Airmen and Guardians. In pursuit of this goal, we recognize the most impactful efforts and initiatives occur within individual units, particularly at the squadron level. The Department has initiated two policy changes to empower commanders to evaluate the climate in their units and provide them the critical tools to do so.

First, the Air Force Guidance Memorandum (AFGM) to Air Force Instruction (AFI) 36-2710, *Equal Opportunity*, provides updated language to address organizational concerns identified in the Defense Equal Opportunity Climate Survey (DEOCS) report. The AFGM also requires commanders to create an action plan on any Climate Factor relating to diversity, inclusion, or equal opportunity scoring "improvement needed" as a result of the survey. This guidance does not preclude looking into subordinate reports and commanders are encouraged to initiate an action plan for any additional areas in need of improvement.

Additionally, the Interim Change to AFI 36-2907, *Adverse Administrative Actions*, requires commanders to track adverse administrative actions such as counseling, admonishment, and reprimand. As part of this new requirement, commanders will also be collecting demographic data of both members issuing and receiving the adverse administrative action. The data collected will include member's rank, age, gender, race, and ethnicity and will be provided to installation staff judge advocates to be available at wing and installation status of discipline briefings. This reinforces the Department's commitment to ensuring all Airmen and Guardians are treated fairly and provides commanders insight to facilitate positive practices, such as increased mentoring and professional development.

A diverse force and inclusive environment directly tie to mission success. We all play a role in creating a healthy organizational climate and it is critical we ensure a safe, engaged, and inclusive environment for our Airmen and Guardians to achieve their full potential. Thank you for your continued partnership in this endeavor.

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