



DEPARTMENT OF THE AIR FORCE
355TH FIGHTER WING (ACC)
DAVIS-MONTHAN AIR FORCE BASE ARIZONA

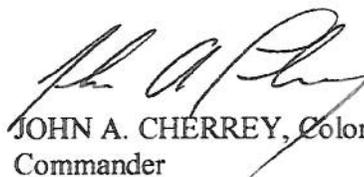
08 JUL 2010

MEMORANDUM FOR ALL UNITS, STAFF AGENCIES AND TENANT UNITS

FROM: 355 FW/CC

SUBJECT: 355th Fighter Wing Policy Letter - Sexual Harassment

1. My policy on sexual harassment is consistent with Air Force and Department of Defense policy. I have zero tolerance for sexual harassment - whether committed by a co-worker, supervisor, or condoned by management's inaction. Additionally, I will not tolerate reprisal against individuals who raise the issue of sexual harassment.
2. Per AFI 36-2706, *Military Equal Opportunity (MEO) Program*, sexual harassment is the "unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature." Sexual harassment may be connected to decisions about employment or it may simply involve behavior which creates an intimidating, hostile or offensive work environment. In either case, such actions violate Section 703 of Title VII of the Civil Rights Act of 1964 and the UCMJ.
3. Sexual harassment has a devastating effect on the victim and the mission. It strips away the person's self-esteem, confidence, morale and interferes with his or her ability to perform the job. These effects eventually permeate the work center and ultimately degrade mission accomplishment. Our military and civilian team must be able to work in an environment free from unsolicited and unwelcome sexual overtures.
4. I am committed to preventing incidents of sexual harassment through a continuing campaign of education. The 355th Wing Military/Civilian Equal Opportunity personnel have developed educational courses for our "Desert Lightning" team and I expect individuals to attend this training when scheduled. Everyone is responsible for being professional and treating their supervisors, subordinates and peers with respect and dignity.
5. Any Airman or civilian found to engage in such conduct will be subject to appropriate disciplinary/administrative measures. Resolution of any complaint should first be handled within your chain of command. However, if the situation cannot be resolved with your chain of command, you may file a complaint with the Military/Civilian Equal Opportunity office.
6. The office of primary responsibility for this policy is 355 FW/EO at 228-5509.


JOHN A. CHERREY, Colonel, USAF
Commander



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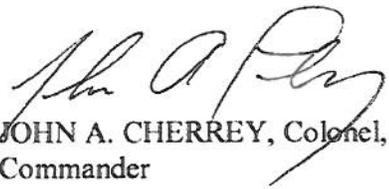
08 JUL 2010

MEMORANDUM FOR ALL CIVILIAN EMPLOYEES

FROM: 355 FW/CC

SUBJECT: 355th Fighter Wing Policy - Anti-Harassment to Include Sexual Harassment and Unlawful Discrimination

1. My policy on harassment of any type and/or discrimination is consistent with Air Force and Department of Defense policy. I have zero tolerance for any type of harassment and discrimination, whether committed by a co-worker, supervisor, or condoned by management's inaction. Additionally, I will not tolerate reprisals against individuals who raise the issue of harassment or discrimination. It is critical that individuals are treated fairly, with dignity and respect.
2. Per AFI 36-2706, *Military Equal Opportunity (MEO) Program*, sexual harassment is the "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature." Sexual harassment may be connected to decisions about employment or it may simply involve behavior which creates an intimidating, hostile or offensive work environment. Each and every civilian employee has the right to perform to his or her full potential and not be discriminated against because of race, color, sex, religion/national origin, or physical/mental disability. Behavior of this nature can create a hostile or intimidating work environment for others and is contrary to Air Force, as well as my own policy.
3. The 355th Fighter Wing Equal Opportunity personnel have developed educational courses and I expect commanders and supervisors at all levels to take the necessary steps to ensure all personnel within their chain of command are trained and understand the policy at Davis-Monthan. Furthermore, appropriate action will be taken against those who disregard this policy.
4. Resolution of any complaint should first be handled within your chain of command. However, if the situation cannot be resolved within your chain of command, you may file a complaint with the Equal Opportunity office.
5. The office of primary responsibility for this policy is 355 FW/EO at 228-5509.


JOHN A. CHERREY, Colonel, USAF
Commander



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MEMORANDUM FOR ALL UNITS, STAFF AGENCIES AND TENANT UNITS

FROM: 355 FW/CC

SUBJECT: 355th Fighter Wing Policy Letter – Alternative Dispute Resolution (ADR)

1. Per AFI 51-1201, *Alternative Dispute Resolution Process and Workplace Disputes*, the Air Force approved the implementation of mediation as an enhancement initiative to resolve disputes. It is Air Force policy to voluntarily use ADR to the maximum extent possible to resolve workplace disputes as the fastest and least expensive method possible. I strongly support the voluntary use of ADR to facilitate resolution of workplace disputes. ADR is intended to provide rapid resolution to problems, avoid costs and lost time resulting from the use of formal complaint systems, and contribute to a more positive resolution of disputes.

2. Unresolved conflicts can have a devastating effect on the individual and the mission. Maintaining a productive work environment where disputes are quickly resolved is essential to good order and discipline. At times a neutral third party can assist with resolving disputes. Some conflicts are appropriate for mediation, while others are not. Whenever appropriate, the ADR Champion will recommend and provide mediation if all parties are willing. Davis-Monthan AFB has a cadre of trained mediators who will discuss with the parties their respective positions, the strengths and weaknesses of those positions, and possible resolutions. The ADR Champion will encourage the parties to assess how their interests would be affected by a settlement and to consider the possible economy of settlement versus the costs of traditional dispute procedures.

3. I want all military and civilian employees to know I strongly support this initiative and highly encourage the use of ADR in resolving workplace disputes. I am firmly committed to using alternative methods for resolving disputes in our activities. The ADR Program benefits all Davis-Monthan Air Force Base organizations and tenant units. There is an installation ADR Program in place to implement this vital program. Accordingly, in order to maximize the voluntary settlement of our differences, I urge commanders, supervisors and managers at all levels to review their dispute resolution processes and implement the use of mediation where appropriate.

4. Contact the 355th Fighter Wing ADR Manager, Ms. Barbara Dycus, at 228-5509 for more information. The ADR office of primary responsibility is 355 FW/EO.


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FROM: 355 FW/CC

SUBJECT: 355th Fighter Wing Policy Letter - National/Special Ethnic Observances

1. Per AFI 36-2706, *Military Equal Opportunity (MEO) Program*, recognizing the contributions and celebrating the heritage of all people of the Davis-Monthan Team promotes an environment where everyone is treated with dignity and respect. In conjunction with the Joint Congressional Resolutions and Presidential Proclamation, DMAFB recognizes and celebrates the following National Special/Ethnic Observances:

- Martin Luther King, Jr., Birthday (Jan)
- Black History Month (Feb)
- National Women's History Month (Apr)
- Days of Remembrance (Apr - May)
- Asian American/Pacific Islander Heritage Month (May)
- National Hispanic Heritage Month (Sep - Oct)
- National Disability Employment Awareness Month (Oct)
- American Indian Heritage Month (Nov)

2. The success of Davis-Monthan's Monthly Observances Program rests on the involvement of base personnel. Planning committee meetings are official functions and should be treated as such when permitting military and civilian personnel to prepare, participate and/or attend these functions. Individuals interested in contributing to Special/Ethnic Observance Committees should be permitted the time to become involved, as allowed by the mission, to ensure successful completion of these observances.

3. The office of primary responsibility for this policy is 355 FW/EO at 228-5509.


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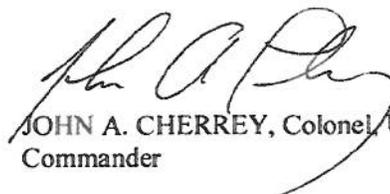
SUBJECT: 355th Fighter Wing Policy Letter - Department of Defense Policy on Extremist Organizations

1. Department of Defense Directive Instruction 1325.06, paragraph 8, was changed 27 Nov 09 and mandates:

"Prohibited Activities: Military personnel must not actively advocate supremacist doctrine, ideology, or causes, including those that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights. Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 (Reference (i)) and in other organizations that advocate supremacist doctrine, ideology, or causes; attempt to create illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin; advocate the use of force, violence, or criminal activity; or otherwise engage in efforts to deprive individuals of their civil rights. Active participation in such gangs or organizations is prohibited. Active participation includes, but is not limited to, fundraising; demonstrating or rallying; recruiting, training, organizing, or leading members; distributing material (including posting on-line); or otherwise engaging in activities in furtherance of the objective of such gangs or organizations that are detrimental to good order, discipline, or mission accomplishment or are incompatible with military service. Commanders have the authority to employ the full range of administrative and disciplinary actions, including administrative separation or appropriate criminal action, against military personnel who engage in activity prohibited in paragraphs 8.a. or 8.b. of this enclosure when such conduct or activity is detrimental to good order and discipline or is service discrediting. The functions of command include vigilance about the existence of such activities; active use of investigative authority to include a prompt and fair complaint process; and use of administrative powers such as counseling, reprimands, orders, and performance evaluations to deter such activities. The Military Departments shall ensure that the policy and procedures on prohibited activities in this Instruction are included in initial active duty training, precommissioning training, professional military education, commander training, and other appropriate Service training programs."

2. Ensure all members of your organization understand this policy and take immediate, appropriate action to address this policy. Our ultimate success depends on it!

3. The office of primary responsibility for this policy is 355 FW/EO at 228-5509.


JOHN A. CHERREY, Colonel USAF
Commander